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Research Product 87-37

**Sales Training for Army Recruiter Success:
Interviews With Excellent Recruiters**

**Manpower and Personnel Policy Research Group
Manpower and Personnel Research Laboratory**

November 1987

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<p>➤ This report describes a program of research on communication strategies and skills used by excellent Army recruiters. Information to be used for the generation of more effective sales training programs for recruiters was obtained. A linguistic modeling procedure was developed and used to identify communications strategies and skills. Recruiters were interviewed and observed in their field environment. Transcripts of the interviews were analyzed for communication patterns, as well as the belief and rule components of communication strategies. ✦</p> <p style="text-align: right;">(Continued)</p>		

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20. Abstract (Continued)

This report is one in a series of four on "Sales Training for Army Recruiter Success." The four reports are identified as follows:

1. Technical Report 779, Sales Training for Army Recruiter Success: Sales Strategies and Skills Used by Excellent U.S. Army Recruiters.
2. Research Product 87-37, Sales Training for Army Recruiter Success: Interviews with Excellent Recruiters.
3. Research Product 87-38, Sales Training for Army Recruiter Success: Modeling the Sales Strategies and Skills of Excellent Recruiters.
4. Technical Report 780, Sales Training for Army Recruiter Success: Supplementary Information on Modeling the Sales Strategies and Skills of Excellent Recruiters.



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Research Product 87-37

Sales Training for Army Recruiter Success: Interviews With Excellent Recruiters

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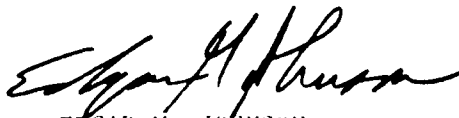
FOREWORD

The Army Research Institute (ARI) is currently conducting research designed to enhance the quality of the Army's recruiting force. One vehicle for enhancing the performance of the resulting force is improved training in sales strategies and skills. This report describes basic work on the development of an expert modeling system of the skills and strategies used by excellent Army recruiters.

Neurolinguistic programming (NLP) was used as the protocol for modeling performance and acquiring information on the communication strategies and skills of expert recruiters. Since our work on this project was completed, the National Academy of Science has issued a report on enhancing human performance. While this report says that "NLP provides a convenient, existing way of modeling," the report goes on to caution against the use of NLP for "constructing expert modeling systems for specific training programs . . . only if a program evaluation is incorporated into the implementation." In this effort, NLP was used only as a modeling protocol to organize the gathering of information. Program evaluation will be included in any subsequent use of this knowledge base for specific training programs.

This report summarizes research on the identification of communication strategies and skills. While these patterns have been identified in a manner that provides the basic framework from which lesson plans may be developed, the author cautions in accord with the NAS report that they should not be used in this way without an evaluation of effectiveness.

This work was done in the Manpower and Personnel Policy Research Group, Manpower and Personnel Research Laboratory, under its mission to conduct research to improve the Army's capability to effectively and efficiently recruit its personnel. This work was undertaken in accordance with the Memorandum of Understanding Between the U.S. Army Research Institute and the U.S. Army Recruiting Command (USAREC), signed October 1984, subject: ARI/USAREC Research and Development Program. Results of this effort were briefed to the Chief of the Training Division, USAREC, on 17 November 1986.



EDGAR M. JOHNSON
Technical Director

ACKNOWLEDGMENTS

This work would not have been possible without the support and cooperation of the U.S. Army Recruiting Command over the 2-1/2 years of this project. Especially noteworthy were the coordination efforts of the Sales Training Branch and the patience of those excellent recruiters who served as subjects.

STEVEN R. FRIEMAN
Research Psychologist

SALES TRAINING FOR ARMY RECRUITER SUCCESS: INTERVIEWS WITH EXCELLENT RECRUITERS

EXECUTIVE SUMMARY

Requirement:

To enhance the effectiveness of U.S. Army recruiters by developing the information base from which to generate more effective sales training programs for U.S. Army recruiters.

Procedure:

A linguistic modeling procedure was used to identify the communication strategies and skills used by excellent recruiters. Recruiters were interviewed and observed in their field environment. Transcripts of the interviews were analyzed for communication skill components as well as communication strategies. Primary sales skills and strategies were derived from these patterns of communicating.

Findings:

This paper provided blueprints of the communication strategies and skills used by excellent U.S. Army recruiters. The strategies represent a synthesis of over 425 beliefs and 700 rules covering 25 different points along the sales cycle continuum. The six primary sales skills were derived from the 150 communication operators linguistically identified in the speech patterns of excellent recruiters.

Utilization of Findings:

Currently, the Army Recruiting Course and major private-sector sales training programs teach strategies almost to the exclusion of skills. This study complements the existing training program by providing explicit blueprints for the structure of sales communication skills. In addition, it refines existing sales strategy by identifying those strategies used by the best recruiters.

Another utility for the Army is in refinements of a new research tool, albeit experimental, for the elicitation and analysis of high-quality information from a single expert. As such, it complements current job analysis methodologies, which require groups of people to produce useful information. In this vein, the modeling approach used here falls into the class of tools known collectively as knowledge engineering.

SALES TRAINING FOR ARMY RECRUITER SUCCESS: INTERVIEWS WITH EXCELLENT RECRUITERS

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SALES TRAINING FOR ARMY RECRUITER SUCCESS: INTERVIEWS WITH EXCELLENT RECRUITERS

INTRODUCTION

The U.S. Army Recruiting Command (USAREC) supports the largest governmental sales force in the country. Each year USAREC trains over 2,000 sergeants simply to replace existing skilled recruiters who rotate back to their permanent Career Management Field (CMF). USAREC relies on the Army Recruiting Course (ARC) to provide the sales-knowledge skills and strategies needed for success. Of particular concern is the extent to which the Army can rapidly and effectively turn Army sergeants into competent sales professionals through a single course.

Background

The Sales Training for Army Recruiter Success (STARS) project was undertaken to determine the sales skills employed and techniques used by very successful recruiters. The methodology for this study comes from the area of neuro-linguistics and relies on the application of advanced interview techniques to model the ability of an individual. The methodology is referred to as "modeling" since the outcome is a working hypothesis or model of the process by which the subject performs. The process modeled can be converted into a training program.

The modeling methodology was originally developed to solve the problem of eliciting high-quality information from a single individual. As such it has the advantage of requiring very small samples (i.e., 10 or less) to develop consistent and testable hypotheses about human performance. It has the disadvantage that it is blind to whether the person being modeled is really expert or not. Thus it is critical for the development of an effective model of sales skills that only persons of demonstrated excellence be used.

Another advantage of modeling lies in that a high performer often does not pay attention to the expert activity he is doing and is often unable to

explain to someone else what is done (cf: Bandler & Grinder, 1975a, 1975b; Csikzentmihalyi, 1974; Moine, 1981). A trivial example of this would be a person who drives to work each day, while thinking about other activities or events such as friends, vacation, etc., but is unable to explain to others which route was followed to get to work on a particular day, or how the best route was decided upon. The advanced interviewing techniques used in modeling are specifically designed to aid the expert in recovering how an activity was performed.

Finally, the modeling methodology was selected because of the compatibility between the operating assumptions of the neuro-linguistic modeling process and the needs of the Army for training communication skills. The operating assumptions are:

- (1) excellent recruiters are so involved in their communication process that they are not fully aware of the sophistication of their own language patterns;
- (2) modeling the semantic structure of the language used by excellent recruiters will lead to the identification of communication patterns they use but cannot describe; and
- (3) communication patterns can be organized into learnable skills, in a format which complements and enriches traditional sales training programs.

The STARS Reports

The current report is the second in a series of reports, "Sales Training for Army Recruiter Success (STARS)," that explore whether the ARC can be enhanced through focused instruction on communication skills.

The first report, Technical Report 779, Sales Strategies and Skills Used by Excellent U.S. Army Recruiters, provides a technical overview of the

project, while the current report contains edited transcripts of interviews conducted for the project.

The third report in the series, Research Product 87-38, Modeling the Sales Strategies and Skills of Excellent Recruiters, contains the coded information that was extracted from the interview data. Furthermore, the third report contains the information formatted to serve as an easy starting point for developing actual sales training materials. (See Technical Report 779 for technical details on how the information was extracted and coded.)

The fourth and final report in this series, Technical Report 780, Supplementary Information on Modeling the Sales Strategies and Skills of Excellent Recruiters, parallels the third report in content but was produced by a separate modeler. The purpose was to explore an alternative approach to organizing the coded data. Specifically, the modeler for the third report used procedures to identify generic communication skills across the sales cycle. The modeler for the fourth report identified communication skills within each sales cycle. Both approaches yielded similar communication skills; however, it is not clear which approach will be easier to translate into a training program.

UTILITY OF THE INTERVIEW DATA

Format

The interview data is presented by subject. Each interview was open-ended and unstructured, although the major sales cycle steps were covered (i.e., prospecting, rapport, prequalification, needs and interest, Feature-Evidence-Benefit-Agreement (FEBA), closing, handling objections, Delayed Entry Program (DEP), follow-up after enlistment, and motivation/attitude). The recruiter was encouraged to respond to questions by recalling an actual experience he had in one or more of these areas and then to restate the dialogue interchange as it occurred. The recruiter was then quizzed as to what guided his decision to respond to the prospect in a particular way. In this manner the relevant beliefs and rules underlying the recruiter's communication strategies were unearthed.

Use

The interviews provide a rich source of useful information regarding effective recruiting strategies and techniques. Many helpful hints are provided as recruiters tell of their most challenging encounters with prospects and how they achieved success. The third study in this series describes the use of the transcripts to identify the communication strategies and skills used by excellent recruiters.

Another use would be to scan the transcripts for superior responses to hard-to-answer objections. This progress could be applied to either enhancing the current telephone guide, or the development of a guide for response in face-to-face encounters.

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APPENDIX A

ELICITATION TRANSCRIPTS OF EXCELLENT RECRUITERS

SUBJECT A

Interviewer: Okay. What was I going to say? Oh, I just wanted to mention that I'm going to be pretty naive about some things and I've done that on purpose. I refuse to talk to recruiters until I started to get to talk to you ten because I didn't want to learn wrong and have to unlearn. So, if I ask a lot of dumb questions on something its, I really don't know and that's my way of learning right because I only deal with the best people.

Let's begin. What do you want in a job?

Subject: Something that's challenging. Be able to do something that not everybody else can do.

Interviewer: And what will having that do for you?

Subject: I don't, it's just a, a sense of accomplishment knowing that I can do something that not everybody else can do. Although, not everybody might want to do that something.

Interviewer: Well, what's important about that? What does getting that sense of accomplishment do for you?

Subject: I don't, it's just, it's just a sense of accomplishment, a fulfillment I guess. Everybody likes to a certain degree a challenge, and that's mine I guess, being able to do different types of things, like jumping out of airplanes when I first started out. It was something not everybody wanted to do, but I wanted to be able to do it.

Interviewer: And, what did it get you once you saw that you could do it?

Subject: I guess I just proved to myself that I could do it.

Interviewer: How do you know that you've done a good job?

Subject: How do I know when I've done a good job? You're right, you're making tough questions now. I don't know, you know, I find maybe it's just myself, I'm more critical of myself than other people. Other people tell me I've done a good job but unless I really feel inside that I've done everything that I possibly could, I don't really know that I've done a good job unless I can sit down maybe at the end of the month and say okay, I did do everything I could. There was nothing else that I could do to be more successful that month. Now what can I do different next month than it was this month? If I can look at the next month and say well there's nothing I could do more, then I guess I, I've made

SUBJECT A

myself as successful as I could be that month. There's no room for improvement. There's no room for improvement.

Interviewer: How do you know you've done a good job as a recruiter? What would let you know you've done a good job?

Subject: Well, accomplishing an assigned mission, basically that's it.

Interviewer: So if you accomplish a mission, you know you've done a good job?

Subject: If I accomplish a mission and exceed it some. If I do more than what they say then I feel I've done a good job. If I just do the mission then I feel like I did what I was supposed to.

Interviewer: What if you've done everything you could and you don't make the mission?

Subject: That's where, I have to sit down and look back and if I can look back and say there is nothing else I could have done, I did everything I could, I can be satisfied with missing a mission, too, as long as I know that there was nothing else I could have done.

Interviewer: For you, what's important about working?

Subject: For me, what's important about working? Being able to accomplish something, I, I really don't know, I like keeping myself busy?

Interviewer: Well, I mean you could do a lot of other jobs in the Army. Right now you're working as a recruiter and you decided to change to Double OR, so what's important to you about working this job?

Subject: It's a job. That's, you know, that's about it. I like working with people. I like talking to people, meeting different people and this job working with more different types of people than any other job around. I like to do that. And I like to help people if I can.

Interviewer: Why did you choose this job?

Subject: Why did I choose to convert?

Interviewer: Yes.

Subject: Yes, there is a difference, there's a fine line there. Mainly because, well a couple different reasons I guess. Promotions, career progression,

SUBJECT A

the fact that it is a challenge, that not a lot of people do want to do it and being able to, again, if I can help somebody out, great, or if not, that's okay too.

Interviewer: Either way.

Subject: Yeah.

Interviewer: Okay, tell me about one of your favorite working experiences as a recruiter, a one time event.

Subject: A one time event as a recruiter? It's probably while I was stationed in 1S. And I'd been working that day, a young lady walked in and she was completely just, completely dressed up. She'd been out, going around looking for a job and she came into the Army's office at the end of the day. While I was talking with her a t.v. crew showed up and said that they wanted to do an interview with the station commander as to why people would join the Army and when they saw this young lady they said, well what is this, a set up? Did you, did you -- Yeah, you knew that we were coming so you brought this lady, this young lady in all dressed up. She was, you know, had herself all made up and looked gorgeous and, and it wasn't surprised as if I had known they just happened to stop down. And while I was conducting the interview they broke in and started asking her questions as to why she would stop in and why she would choose the Army to go into, and she was very to the point with these guys. She said, well, she said, I've been out of high school for the last three months, I've been trying to get a job, I can't find a job, everybody's been telling me that I need more training, more experience at something. She said, that's why I came in. That's probably, as far as an interview, or as an interview goes, one of the most memorable ones.

Interviewer: What did you like about it?

Subject: What did I like about it? Maybe the exposure, you know, being on television. Maybe it was the fact that this young lady was so open with them and told them that, you know, in no uncertain terms, she wasn't here for their benefit, she was here for her benefit. Very few people in the civilian community think that people will actually want to join the Army and I guess it was in that sense having heard her tell them that, that made me feel good. That's probably what I liked about it most.

Interviewer: Good. Tell me about another favorite working

SUBJECT A

experience, a one-time event.

Subject: Another favorite working experience. Probably it just was the whole working environment that I had while I was in 1\$. It was a very relaxed, but strict at the same time if you can have that working environment where everybody knew exactly what they were supposed to be doing. They were told what to do but did not, you know, it wasn't something that was beat into them. We were each treated as an individual. You knew what you had to accomplish and you were just given the leeway to go about it any way that you, you could better. And so that was probably one of the best as far as working experience goes.

Interviewer: Give me an example from that, one of the many.

Subject: Well -- well the team work that went through, just in the station environment, if a recruiter had a bad month which, it happens, you know. A guy could be a super hero now for eight months, nine months in a row and then all the sudden just take a nose dive and nothing goes right. And I had that happen to me and no matter how many people that you talked to, how many people that you did enlistment packets, application log, how many people you got a physical, something went wrong. And the togetherness of working throughout the station, the team concept was that, you know, there is no one recruiter that's gonna' go down and if we all have to pitch in and help that one man make his mission, that's what we'll do. And it was something that was applied to everybody, you know, regular Army and reserved so, and that brought the station together and it helped the station to stay above the other stations, I guess.

Interviewer: Would you say you prefer to work alone, work totally in a team where, you know, literally, you know, nothing gets done unless the whole team moves with the group or prefer to work alone but interact with others on the job, you know, like for advice or whatever?

Subject: Well, working alone has its advantages and disadvantages. Working as a team as a whole, again, same, same concept, but I think working, you know, being able to work as an individual but as a team member, where you do have accessibility to if you need information or you need help, there's somebody there to help you with it. That is probably the, to me, one of the best ways to work.

Interviewer: What's the advantage of that?

SUBJECT A

Subject: Well if you come across something that you've never done before, you've never ran up against this problem, usually in a group where a team concept is applied somebody has, somebody's come across that same problem -- okay this is how you can overcome that. Also morale-wise, if you're working alone, it's easy to get down and then stay down when you don't have anybody to help pick you back up, where in a team concept, where you can still do your own job, if you do get down, having somebody else around, okay, they can help pick you back up -- say, hey, it's all right, you know, you didn't make it, but hey, don't worry about it, keep right on going. That's probably one of the biggest things from working with other people versus working alone.

Interviewer: What is a good way for you to increase the chances for your success as a recruiter?

Subject: What is a good way for me to increase the chances of my success? I don't know. Talk to a lot of people I guess. That's something, that's common knowledge I guess, but just the more people you talk to you. Don't be afraid to get a no. There's a lot of people out on recruiting that are afraid to ask a question because they are afraid to get a no.

Again a lot of people are afraid of rejection. That's something that, you know, it's like going out on a date, okay, and if you stood out on the street corner and asked every girl that walked by, okay, would you like to go out on a date. You're going to get a lot of no's, but eventually you're going to get a yes, too. Somebody's going to say yes, so, you know, you have to take a lot of abuse and get beat up a lot, your ego does, but don't sweat the small stuff. Keep on truckin'. Somebody else out there wants what you have.

Interviewer: Anything else?

Subject: Nah.

Interviewer: What is a good way for someone else to increase the chances of their success as a recruiter?

Subject: A good way for somebody else. To do just that, you know, that's something that's, you know, as far as that is concerned, they beat upon people just to, you know, build volume. That's something that's easy to do and people get carried away with it because they'll build volume but they're building

SUBJECT A

meaningless volume, they're building, you know, they're talking to a lot of people but they're not talking to the right people. Anybody, and I mean anybody, you know, if they're cold, you know, you have to make two appointments today, I can make two appointments in five minutes. It won't do me any good, okay, unless I get lucky, okay. And there's a lot of luck involved in that. If I got lucky, okay, I could set up two good appointments in five minutes. It usually doesn't happen that quick. Okay, but I could get on the telephone and set up two appointments. Anybody can do that, so I guess having a good working volume of people and prospects, applicants that you're talking to, and then following up on them, don't let them slide. The attention span of high school seniors, high school graduates is very short. They don't remember a lot of things past a three or four day span. Just let them go past that and they forgot completely why they were interested in talking to you in the first place. So it's important to follow back up with them. And not leave them, prefer to take a no. That would probably help tremendously. Not being afraid to talk to people, meet people.

Interviewer: You didn't mention follow-up when you talked about the first part, so is that something that you think others need, explain or?

Subject: It's something that, it's stressed a lot but it's not done a lot. It can be done, paperwork shuffle, you know. You're given a filing system to follow up with certain people. You should follow up with this person, you know, and make sure that they're going to show up and you can move them further down the processing cycle. A lot of times what happens with a recruiter's on the ball doing everything else, that the follow-ups don't get done. It gets done on paper, they just etch something down and keep right on trucking. But that's not totally the recruiter's fault either. That's something that the station commander, should be looked into, if the station commander is doing his job. You shouldn't have to worry about, you know, effective follow-ups.

Interviewer: Do you think if a new recruiter pretty much did what you do, they'd be as successful?

Subject: I don't know if they did what I did.

Interviewer: Little follow-up -- when I say what you do, I mean in terms of the kind of rules that you mentioned.

SUBJECT A

Subject: As far as the rules, yeah, basically I think they would. You know, a lot of people, when it comes to prospecting some people can get out and meet people and set up appointments that way. Other people, you know, get on the telephone. Some people are deathly afraid to get on the telephone, and are afraid to go out and meet people. And so they've got a harder time when it comes to recruiting. They have to be taught how to do that. If they can overcome their fears to go out and meet people or to pick up the telephone, and set up good appointments, conduct good appointments, make follow-ups when they've scheduled them, I don't think, you know, I think that if they follow the basic rules, they could be successful.

Interviewer: Do you think those are all learnable, teachable?

Subject: To a certain degree, a person has to want to learn to do it, and, you know, a lot of times now with the Department of Army coming down and saying you will be a recruiter. You're no longer gonna' do your job no matter what it is, you're going to go out on recruiter for three years. The first thing that a person does is they don't look at it as an opportunity, okay, to expand themselves and to learn something different. They look at it as a punishment, you know, being sent out here unless you've done something wrong. Okay, I'm going out here and I've heard all the horror stories of where, you know, this could hurt my career if I don't do good. It could help my career if I do good. So there's a lot of apprehension there as far as, you know, people wanting, okay, to come out and wanting to learn, okay, as opposed to people wanting to come out willingly to learn because it is a new experience, they are going to learn something out of this. Whether they use it or not later on in their life, that's completely up to them.

Interviewer: Okay, what is the relationship between what you were doing this year on your job and what you did last year on your job?

Subject: Yeah, once I got established down there, I, I don't know, in a one-man station I guess I taught myself to, to slow down, not to be quite as greedy as I usually was because of the fact that in a one man station I didn't have someone to pick me up when I got down. You know, you can hit a phase where you just like ride and not do anything but going through the motions, everything is going wrong again, and I found that in slowing down, I could control that a little better. I didn't let things

SUBJECT A

get to me and bother me as much, as opposed to when I first started down there. Then I was going full guns, wild and it was like a kid in a candy store, so. You know, there was something that, you know, when I went down there I had to prove to myself, you know, the station had not been successful in the past three years. And I was put down there, you know, and it was a challenge to myself, you know. Could I make this successful, for three years in a row it hasn't been, so. And it worked.

Interviewer: Great. What else was the same or different.

Subject: What probably stayed the same but not in as large a volume was the way that I conducted all the calls, conducted interviews, treated applicants -- that all pretty much stayed the same.

Interviewer: Was it, what about the year when you were in the multi-man station? Was that a year or two years?

Subject: I was in the multi-man station for two years.

Interviewer: Once you'd been there a year, what was the relationship between that second year from the beginning to the end on the job?

Subject: At the beginning of the year and the end of the year. I don't know, I stayed on pretty much an even keel, throughout the year. I started the year out, you know, writing three, four, five contracts in a month and ended the year doing the same thing. It was kind of a competitive basis because, you know, not to the point where you, you were backstabbing or you're fighting with other recruiters, but you know, who is going to achieve the most, who can do the best job. Who can work with the new guys, who are the new guys going to pattern themselves after, that type of thing. You know, you always want to be patterned after, you always want somebody to think that you're great, you know. I don't think I changed a lot because in a multi-man station, you know like in the one-man station, where it's easier to reach for help, because you don't have anybody to support you. In a multi-man station you can go for a longer period of time, harder without feeling the stress, feeling the pressure. I guess, because you have somebody there to help you pick yourself up.

Interviewer: Tell me about a work project that gave you trouble. Could be somebody that was real difficult to recruit, or, someone that you eventually lost, whatever.

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Subject: Something that was real difficult. Probably the most difficult thing was learning to adjust working in a multi-man to a one-man, that would probably be the most difficult task I think. The challenge of, you know, well I've got a guy that I just can't move right now. I could use some help on him and then being able to go over and razzle dazzle, flash and show off and all the sudden the kid's in. That was, that was the part I, I like to show off, okay. And if I can do that when somebody has somebody that they have a hard time selling or getting to commit, that's the kind of challenge I like. You'll never be able to get this guy in. Oh, that's a piece of cake. Somehow, we're going to get him in. But again, back to your question, you know, the biggest challenge I guess was, or the hardest thing for me to overcome was going into a one-man station.

Interviewer: Okay, what gave you trouble?

Subject: A sense of being so alone, and the nearest recruiting station was an hour's drive away. You didn't have people coming down, you didn't have people talking to you. Ideally for a lot of recruiters that move on as station commanders they want to go into a one-man station because then they don't have anybody to worry about but themselves. But these are the same people that have never had to work completely by themselves, have worked in one- or two-man stations where there was somebody to talk to, somebody to help them out when they were down, that's a problem in a one-man station.

Interviewer: How do you know that someone else is good at their job?

Subject: There's a lot of different ways that that can be looked at. That can be looked at as far as statistically.

Interviewer: How do you know?

Subject: Myself, numbers are a good way of showing if somebody can recruit, but they're not a very accurate way. Because the situation the person might have been in, if he's in a large metro area, you know, he could make big numbers every month just on people walking in. Myself, you know, if I talk to somebody and I can see the personality or the, I don't know if it's a natural ability, you know, to talk to people, or maybe if I see a little bit of myself in them, then I think that, you know, if I can see myself when I was young starting out, if I can see that in somebody, then I know that

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just with the right guidance, okay, there's no reason why this person shouldn't be successful. Because I see them doing the same type of things that I did when I first started out, and then knowing what I was taught, and how I would have been able to be successful.

Interviewer: You seem to be talking in terms of what they're capable of. How do you know if someone else is good at their job now - like in the multi-man station? How did you know that some of those people were good at their jobs?

Subject: If they were, I guess if they were competitive with me, if they could keep up with me, then I knew they were good. And I mean, that seems like a very self-centered thing to say, egotistical thing to say, that if they could compare themselves to me, or if I could compare them to me -

Interviewer: What did you compare on?

Subject: Their recruiting ability, their ability to talk to people, their ability to put people in the Army.

Interviewer: Is there a difference between their ability to talk to people and their ability to put people into the Army?

Subject: Sure, sure, there's some people that are the friendliest people in the world. They'll talk an arm and leg off, but they don't have the ability to sell where they could get, make an appointment, conduct an interview and the kid would leave thinking that, hey, this is a great guy, okay. He's a great person, he may have joined, he may have joined if he'd been asked to.

Interviewer: How many times do they have to do this before you're convinced?

Subject: Again, I can, myself, I could talk to somebody and tell if they're going to be good, okay, if they, recruiting just in watching them and how they handle themselves around the different the tools that they have to use. As far as, you know, how many times do I have to see somebody, you know, make telephones, or conduct interviews or go out and talk to people, I don't think there's a set amount of time. Sometimes it's something that I can just look at the guy, listen to him talk to somebody, the way he talks to them, how he presents himself, how the applicant receives him, if he has the applicant's interest or the applicant's just sitting there, you know, taking it all in, but not

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paying attention. Sometimes once, sometimes you have to, you know, you get a little skeptical - come on, nobody's that good, he can't be that good. Give me a break. It took me a long time to get this good. Are you going to come out here and be this good? That's alright because then it's a, you know it's a predative factor again to myself, a challenge.

Interviewer: But when you hit that, how many more times do they have to demonstrate it?

Subject: They don't. They don't have to demonstrate it again.

Interviewer: You're convinced at that point.

Subject: Sure, that they know what they're doing and that they're capable of doing it. Then if for some reason they don't do it, you know, then there's another factor involved. As if, is there something wrong away from the office here? Okay, do they have something else on their mind? There's got to be a reason why.

Interviewer: You hit my next question. How do you know that someone else is bad at their job?

Subject: It could be a lack of interest, a lack of desire.

Interviewer: How do you know that?

Subject: The way they, that they would present themselves to an, whether it's just in a very monotone sense, you know, there's no feeling of excitement, no sense of accomplishment, no sense of urgency, well, I can do this or, you know, I am what I am and this is all I'm ever going to be. That type of person, an attitude like that is going to have a hard time on recruiting.

Interviewer: How many times do they have to demonstrate that before your convinced?

Subject: That usually takes quite a while to convince me because I think that everybody would, instruction can be taught how to recruit. Some people, no it doesn't matter how many times you work with them, there is absolutely nothing. They just, they couldn't do it, even though they try hard.

Interviewer: But what, how many times did it take to convince you that this really is a bad recruiter? Can't cut it.

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Subject: How many times, it's hard to put a number on that. I would say, I don't know, three or four times maybe.

Interviewer: Is it like number of times, or is it like over a period of time?

Subject: I would have to say that it was maybe over a period of time, because if there is something, you know, outside the office maybe coming into play in this, you know, maybe it's a transition on to recruiting. He's having a hard time adjusting to that, but maybe after a couple of months, you know, he's accepted the fact this is what it is, you know, this is his job and this is what he's going to be doing, that he can, once he's accepted it he'll probably do a better job. It's a hard thing to accept because you're no longer a majority and on the military base you are. Okay, you're a majority. You're in the Army and everybody's in the Army on a military base. Out here you're not, you're a minority. You're in the Army and everybody else is a civilian. Sometimes for people that's hard to accept.

Interviewer: Let's say that you were made station commander of a multi-man station tomorrow. How long a period of time would a person have to do the things that you mentioned in terms of having no sense of urgency before you were convinced they were a bad recruiter?

Subject: Again, it would have to be over a period of time. It's not something that I could sit down and --

Interviewer: How much time, how big a period?

Subject: Probably at a maximum, maybe two or three months because granted it's going to take me time to get to know the recruiter and find out what all his little quirks are, what his likes and dislikes, you know, what his family situation is like, if he has a family, does he have any financial difficulty. All these things can fall into play, you know as a soldier you're taught well you have a job to do, go out and do it, you know, don't worry about everything else, accomplish your mission. But it's going to be hard to accomplish your mission if you, if something else away that you've got in the back of your mind, although it may, to yourself it might be a very small factor, if that's not, if you're not satisfied with the situation it's going to effect how you work. But once, having gotten in, gotten to know the people and how they work, probably a month or so.

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Interviewer: What is your typical sales cycle? How do you do it?

Subject: Let's see. Set up the appointment. Make the appointment. Establish rapport. Determine what the applicant needs most. See how, show him how I can do that, sell him on the Army's concept of allowing him to be able to accomplish that. Handle objections, not to be afraid of objections, but to look for them. And anticipate them.

Interviewer: You look for objections?

Subject: You bet.

Interviewer: You like them?

Subject: Yeah.

Interviewer: What do you like about them?

Subject: To myself, you know, it's just a way for the kid to tell me, you know, I just need more information on this. That's all it is. A lot of recruiters get hung up on well, he just said he didn't want to join, I don't know why he didn't want to join. There must be a reason why. Keep asking, they'll tell you eventually. Shoot, the main reason people object to myself is because they're scared. And if you confront them with that, then nine out of ten people will admit that.

Interviewer: How do you confront them. Tell me, I'm a kid and I say no way or something and you know that I'm really just scared. What do you say to me?

Subject: Okay, gentleman, let me ask you this. Okay, are you maybe just a little apprehensive about joining? Are you a little scared? If you are, hey that's normal, partner. Everybody's a little scared but it's good, too, because it's going to make you a little cautious, make sure that you get everything that the Army has to offer you, available to you in writing before you enlist. So don't be afraid to admit that you are scared. Now some people are afraid of just the word the Army, okay, so take it out of the picture. Okay. Say well, let's not talk about the Army for a little while. Let's say if I came up to a high school senior and I told you that I was working for the CPTI Corporation out of 2\$, the Computer Programming and Technological Institute. And I said, hey, Steve, what I'd like you to do is I'd like you to come and work for me. Okay, I know you're a high school senior but when you graduate from high school I want you to come

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work for me for two years, okay. Now in order for you to work for me you're going to have take a test and physical to make sure that you qualify to work for me, but provided that you do, I'm going to train you, okay, to do a job for me. I'm going to provide you with all the clothing, all the uniforms, okay, your medical, your dental, I'll give you thirty days paid vacation each year, okay. Start you out earning about \$600 a month, okay, and I'll give you promotions and pay raises about once every six months after that. Okay, now if you decide at the end of the two years to stay with my corporation, I'll allow you to do that. But if you want to leave, well hey I'll give you \$17,000 to go on to school with. Now, Steve, would you come to work for my corporation if I could do that for you? Now as a civilian, not as Army guy, now if I was a civilian corporation coming in and asked you what would you tell me then?

Interviewer: Where do I sign?

Subject: Okay, most people will. Most people will say that, okay, but you know what? The CPTI Corporation just went out of business and the A-R-M-Y Corporation just took over. Okay, all we did was change four letters and I'm offering you the same program. But you're a little hesitant to take it, okay, because you're a little scared of those four letters. Okay? That's nothing to be ashamed of, partner. Everybody's a little hesitant. There's different ways to overcome that.

Interviewer: You guys are a real trip, you really are. You don't know how unusual you are. That's great.

Subject: You gotta' be a little strange. You gotta' be able to think, you gotta' be able to think fast, okay, because a lot of times when an objection comes, it comes fast.

Interviewer: What do you do when they throw you an objection and you don't know how to handle it?

Subject: The first thing I would do is I would clarify it to them and what that allows me to do is give myself about another minute, okay, to think of a way to handle this, okay? But to handle it with the most honesty and integrity that I can handle it. You know, there's one thing I won't do is blatantly lie to a kid. Won't come right out and tell him something that I know is completely wrong, okay, because that's something that will always, that will always come back to you.

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Interviewer: So what's the advantage, just in straight terms of selling, what's the advantage of honesty and integrity when dealing with these kids?

Subject: They respect it a little more and I think they are a little more open if you are completely honest with them. They'll be a little more anxious I think, okay, to maybe agreeing to the processing cycle, if they know that you're being as honest with them as you possibly can be, that you're not trying to finagle them. You know, the old adage is the biggest liar in the world is an Army recruiter. And I'll tell just about every kid that I ever talk to that adage, okay. But then, I'll back myself out of it by saying that, you know, my job now, okay, is not to put you in the Army. I can't put you in the Army. I can help you get in the Army. Okay, the only thing that I can really do is, number one I can test and make sure that you're qualified for the programs, I can tell you about all the programs, okay. I can get your application paperwork ready, and I can schedule you to go down and process for enlistment. But when you get down there, then it's on you, okay. You have to pass the test, you have to pass the physical. You'll sit down with a career counselor, okay. Okay, dressed just like myself, same type of uniform, same type badge, probably not quite as good looking as I am, but he's going to ask you exactly what you want to do, how long you want to do it for. Now, I like to keep an interview light unless the kid is very serious-minded. Okay, you gotta' kind of play the kid on this. You know, if you, if you keep it light but serious, okay, the kid gets more relaxed, is more willing to talk to you. So --

Interviewer: Any other advantage of, you know, of being honest with the kid?

Subject: Longterm-wise there is. You know, if the kid does agree to enlist, he goes down to basic training. Now if basic training is everything that you told him it was going to be, if his job is everything that you told him it was going to be, he's going to come back and they do. They all do come back eventually on leave, and the first thing that they're going to do is try to get after some of their old friends that they had in high school, you know. And, again, nine times out of ten, some of the first questions that they get asked is how do you like it, you know, what was it like? Okay, if that kid can honestly tell them, hey, it wasn't as bad as I thought it was going to be, you know. Well did your recruiter lie to you? That still gets asked. It, you know, if they say no, he was,

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he told me the best that he could, okay, everything to expect, okay, what it was going to be like. You know, he gave me this great scoop on it, okay. Again, it works out to my advantage, as opposed to him coming back and saying no. I don't care how bad the situation gets for you, okay, don't ever go down to that guy because he lied to me, okay. He told me that basic training was going to be easy, and I got down there and it was hard. He told me that I was going to be able to do this or do that, and when I got down I found out I couldn't do any of that.

Interviewer: What do you do with a kid who's signed his contract, and basically says, you know, if he does this or that then we'll give him this or this and he can't do it. He gets in and he doesn't cut it. He can't meet the requirements for training or something to that particular area and then comes back and says that, well, you know, this guy promised me I could do it, you know, and he wasn't able to because of his own fault. How do you handle that?

Subject: I get very direct and to the point. You know, that sometimes happens where, where a kid enlists, he goes to basic training, gets to advanced training, cannot adapt or cannot learn the skill and he does not get what he was guaranteed, may get put out of the Army. In that case, you know, I'll just tell whoever I'm talking to if they were, you know, if they refer back to him, well what about Johnny. Now Johnny went in and he got put out later, you know, and he didn't get the training that he wanted. Okay, or he's still in but he didn't get the training he wanted. Well, there's only one reason why he didn't get that training, okay. Because he couldn't pass it, okay. Because he couldn't meet the requirements to complete the training, okay. Are you the same as Johnny, okay? Are you cut from the same mold? Can you not handle something that's put on you, if somebody's there to instruct you, okay? That's the only way that you're not going to get what you enlisted for. So, you know, in that I won't try to, you know, deny the fact of no, he didn't get it. Oh yes he did get it, as far as I know, yes he did because he enlisted for it. But I've had people come back and say that, you know, well I didn't get it. Well, how come? Okay. Well, he's having a hard time with this course and that course and they decided that, you know, I just couldn't learn that. Well, what do you think? Well, I was having a real hard time with it. What about the job that you're in now? Okay, is that a little bit easier for you to

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do? Do you feel like you've learned anything in doing that? Yeah, I have. I don't hear a lot from kids who come back like that, though.

Interviewer: Good, I'm just gonna' trust I tried to do it. I think something that, is that for good recruiters, honesty isn't something you do because it's nice and we're all a bunch of nice people. You do it because it makes the job easier.

Subject: It really does, as far as I can tell. It just pays back in the long term.

Interviewer: Okay, so you talked about, prospecting, getting rapport, finding out their needs, handling objections, anything else?

Subject: Well, closing the sale. Asking for, ask a direct question. Don't be afraid to ask it. That's probably the hardest part of training a recruiter. And, not to say that it's not hard for me. Everybody does deep down inside, no matter who they are or how good they are, hate to be told no. Okay, but if I've done the best I can and I've handled all the objections, yeah there's still times when you're gonna' get a no. Okay, no matter how many times you've showed this kid that this is the best way that you could do it, whatever he plans on doing for the rest of his life, he may still, you know, say no and I have to, maybe he doesn't have the option available to him, okay, to say that, yes I will join. Seventeen years old, he doesn't have that option yet. Okay, unless he's real influential and his parents are very lenient and will do whatever he says, most parents aren't that way though, they're a little skeptical. They want a, prove to me now, you've proved to him, prove to me now that this is the best way for him to go.

Interviewer: How do you know when to ask for the close?

Subject: How do I know when to ask for the close? Usually, if you're paying attention, and by paying attention I mean, really listening to the applicant, you might not even ever formally get into showing him what the Army can do for him. You might the whole way through. You know, my first station commander found that most aggravating of me, because I would just talk to a kid with nothing. I wouldn't show him anything, you know, but the kid would join, okay, because he believed in me. It's, I don't, I, I don't have any set time limit with a kid, it's just when I feel that, you know, he's starting to agree.

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Interviewer: You're talking to a kid, and, you really got rapport and the kid agrees now and then that yeah, the Army's his decision and you haven't had the chance yet to go through a sales presentation. How do you fit that in after you're already agreed, do you need to go through it at all, or?

Subject: Well, it's important that you do so that he understands everything that's available to him. Whether, you know, he was going in for adventure training, you know, that might have been important to him at the time, but maybe there's other things too, that are important to him. Maybe, you know through the rapport stage when he decided that that was what he wanted, uh, it was based on just adventure, but sometime later in his life he might want to go on to school. Yeah eventually, uh, you reiterate everything that's available to him. Not just the adventure training. Let him know about the college, let him know about the different benefits and options that he has available to him while he's in.

Interviewer: I think that's a difference other, some of the more average recruiters won't do that. The kid will sign up and he'll just leave it at that and go on to the next.

Subject: No, because there's always something, there's always something else. Very few people just want one thing out of the Army. If you paint the complete picture for him so that he can visualize it in his mind, it's much easier to get him to do that, to when he gets up to not having problems, and understand everything that he's doing while he's up there.

Interviewer: How do you paint a picture? Paint one for me.

Subject: Just a verbal picture, put the applicant into the situation, for example, in the adventure training. If a kid likes to do things that not everybody can do, and well, that's something that I can relate to, okay. Have you ever thought about jumping out of an airplane, you know? Taking, going in a, after two weeks training, okay, putting on a parachute. Now you're flying along in a perfectly good airplane, or so they tell you it is, okay. Now, all the sudden doors open up, okay, and you're going to jump out and do something that, you know, is just bizarre. You're going to throw your body out of this airplane, okay. Now can you see yourself standing up there in the door, okay. You're looking out and everything on the ground is about 2 inches tall, you know, some of the tallest

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trees you'll probably ever see in your life are down there. Okay, buildings, rivers look like just little lines on the ground, okay. Now you're standing in the door and all the sudden, you're watching the red light flashes to green. Okay, you feel a slap on the back of your leg and out you go, you know. Into a hundred twenty mile an hour wind. Okay, you know, you're up there. And now you're counting one thousand, two thousand, you don't have any chute open yet, three thousand, you know, still no chute, four thousand. Why don't you feel your chute deploy behind you? You know, and all the sudden you're just floating, you're hanging there. You're looking around, okay, and your stomach was tighter than a knot and now it's just sitting there and you're just a bundle of nerves, because now you're just floating there, the wind's blowing in your face, you know, and you're trying to think back to everything else that you're supposed to be doing, okay. You know, you're supposed to be watching out for other jumpers and things, but you're not really concerned about that, because you're watching, you know, you're just floating there, okay. And you're watching everything else and the ground is starting to come closer and closer and finally, you go, oh yeah, I gotta' land, okay. You land and you get up, you know and you say, hey this is all right. You know, let's go do it again, okay. That's the picture for somebody who's interested in airborne, okay, that I'll paint for him. Somebody that wants to do something different, somebody adventurous.

Interviewer: Give me something outside of adventure, a different picture from another area.

Subject: Okay.

Interviewer: Something totally different. Electronics or something? Or, I don't know, something you do, something you've already painted, but just, you've already shown me an adventure, you got me through that.

Subject: Well a big one for most kids would being able to continue education. You know, Steve, most people, that look into these programs, they'll say, hey, you know, that does look like a pretty good program, you know but the only drawback that I have to it is that if I did go into the Army, I'm going to be falling behind my peers. I'm not going to be able to keep up with my education as well as they are, they're going right on into school. And you know, Steve, in a way, that's kind of a false statement because the Army right now is very pro-

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education. They will afford you every opportunity to continue your education while you're in if that's what you want to do. The Army has very large education centers with education counselors much like your high school counselors, okay, who will help you in setting up a program, to get the type of degree that you're interested in. Now you said you're interested in going into electrical engineering. Okay, well, there's a lot of pre-courses, pre-engineering courses that you'll have to have, okay, before you'll actually start working on your major in college. Okay, why not use the tuition assistance program that the Army has available for you where the Army will pay for 75% of your tuition, okay, for you to go to school while you're in. Now, granted, you've got a job to do and while you're in the Army so you'll have to go either in the evenings or on the weekends, okay. Most students will take that. Evening courses are on like a Tuesday and Thursday because that still leaves your weekends open, okay, gives you Monday to recover from the weekend, okay. Do some studying for your classes Tuesday night, okay. But you're given a blank check on that. You can take as much college or as little as you want while you're in, okay. So you can go ahead and keep up with your peers if that's what you want to do. And then at the same time, at the end of the two-year period, come out and have that \$17,000 to go to school with. Unless you went to a very rich family or you do have a lot of scholarships available, okay, you could end up behind your peers because you're having to get student loans and student grants, okay, which are good, okay. But you do eventually have to pay those back, okay. This way, okay, you've gotten education while you were in, y u've kept up with your peers at little or no cost to you at all, okay, and now instead of being behind like they are, okay, you're further ahead because you've got the remainder of your education all paid for.

Interviewer: Leadership.

Subject: Leadership. That's a tough one and there's not really a lot of kids that I've talked to that are real keen on that, but as far as leadership goes --

Interviewer: Okay, give me something that they are keen on.

Subject: Well, anything, really, you know leadership is not a bad quality. You take, for example in a training aspect, is another one that, you know, kids are real keen on. See for example, you know, you're looking at you want to go to school for vo-tech,

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okay, you already come out of camp. That's good, when you can complete the course, you've got your diploma and everything, okay. You go to an employer, okay, and you show him you've got, you know, you've completed the vo-tech in that specific job. You know how to do that job. Or your diploma says you know how to. You know the Army also teaches you on a vocational basis, we do award you a diploma also. Okay, another program that we do have, okay, is the Army's apprenticeship program, okay, where you can document all the time that you spend working at your job through the Department of Labor, okay. So that when you've completed your term of enlistment, say you went for two years, okay. Well, you spent the same amount of time in school and working at a job that this other person spent just in school, okay. Now let's say that you're the employer and I come to you, okay, and I've got a two-year degree, okay. What if somebody else comes to you. Now he's got the training, all the training but he's worked at it and been documented through the Department of Labor all the different things that he's done, okay, at that job. He's got two years of experience at the job, okay. As an employer, who are you going to select?

Interviewer: The one with experience.

Subject: You bet, okay. Now that's, the majority of the time what the kids say, well, I don't know, okay. That's not a very common thing for them to say, okay. If you put them in charge of the situation, say, here you're the employer, okay. Or say, you and I are going through an employer, okay. Now I went to the two-year vo-tech, you went to the Army for two years. You got your diploma, same as I did, okay, but now you've worked at it for two years. Okay, number one the employer knows that you can work with other people because you satisfactorily completed the military service obligation of a two-year period. Okay, you got out with an honorable discharge. He knows that you can work with other people and that you can probably supervise other people, okay. You asked about that leadership earlier, okay, you can work that into this situation. You know you were probably put in charge at one time, throughout the time that you were in, of a group of people, okay, to get a mission accomplished. And in order for you to have successfully completed a term of enlistment and get an honorable discharge and get letters of recommendation and commendation, okay, that you did a job well. All of that looks good, okay, and it's something that an employer will take into consideration, okay, when you go look for a job

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someplace.

Interviewer: Good. How do you ask for the close. What kind of words do you use?

Subject: There's different ways, I guess, and each --

Interviewer: What if you, what if you're looking at him, you're not sure, you don't really want to come out and say, are you ready to sign, but you really want to check it out. Do you just sort of wait until the right moment, or --?

Subject: If I'm not sure, a lot of times what I'll do is I'll take them through the processing cycle, you know, I'll walk him through it just verbally, okay. Well, Steve, say that you were qualified, you have taken the test and you passed that, okay, that you took the physical and you passed that. And you're sitting down with a career counselor in 2\$ right now, okay, and he had a two-year job in, that you're looking for, and he had the Army college program guaranteed for you, okay, and if you're a high school senior, you know, all this was set up sometime after you'd graduated. Could you think of

Interviewer: Beautiful.

Subject: And if there are any objections they usually pop them on me then.

Interviewer: Prospecting. How do you generate leads? I know you do it by DEP referrals, I know you do it sometimes by cold calls, but I don't know where your cold callers come from and what else. Where does your cold call list come from?

Subject: Getting a high school list.

Interviewer: You just go through the whole thing?

Subject: Sure.

Interviewer: It's only 250 right?

Subject: Yeah, it's not a, it's not a huge amount, it's not like a large metro area where you have five, six, seven, eight hundred students, they don't have that many students. I like cold calls, though, because although, yeah, I call a lot of kids, I generate a lot more interest. Maybe not at that specific time but sometime later. Plant a seed, okay. Kid says he's going to college and he doesn't make it to college. Well, I remember way back when I talked to another recruiter on the telephone and he talked

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to another recruiter on the telephone and he talked about being able to help me pay for my schooling. Maybe I should check into that.

Interviewer: Plant a seed in me.

Subject: Well, Steve, you know you said that you are planning to continue your education, you know, you're going to college and that you do right now have everything pretty well worked out for yourself as far as how you're going to pay for your schooling. But I'll tell you what partner, you know, if something further on down the road happens to where you need some assistance to pay for your schooling, okay, feel free to give me a call. I'd like to get together with you and show you how the Army can give you up to \$25,000, okay, to help you to obtain your goal and get that degree that you're looking for.

Interviewer: What else do you hit them with? I assume that education is not real big in this area. That they're really looking for skilled training. Is that, is that fair?

Subject: In (town) itself, there's, there's a big push for education. I don't know if it's so much, because everybody in school talks about it or, or not, but the outlying areas, the rural area around here, a big city like (town), is more into skilled training. And in planting the seed for that I guess, you know, how I would do it is, hey, while, you know, you're looking at continuing education, going on to vo-tech, learn how to become an electrician, okay, if something happens where you're not able to get to this school, okay, what I'd like to do, what I'd like you to do is give me a call. Let me show you how the Army can go ahead and give you the training that you're looking for and at the same time afford you the opportunity to work at that job, with the valuable experience that's needed to come back out into the civilian work if that's what you decide to do.

Interviewer: In this area when you call up are they pretty receptive or, I assume that they aren't hanging up on you. I assume you call and say hi, I'm your Army recruiter and I wonder if anyone's talked to you about your options in the Army.

Subject: Yeah, they're pretty open about it, but I don't, when I call up a kid, I keep it as low key as possible. Hey, Steve, my name's Steve (name), I'm from the Army here in (town). How you doing today?

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Interviewer: What would high-key be if that's low-key.

Subject: To myself, you know, my name's (name), I'm the Army recruiter for your area, okay. To myself, the first thing a person does there is, I'm a recruiter, he's already trying. I know what he's going to ask me, he's going to ask me if I want to join the Army. I'll play it down. I'm, the reason I'm calling is I'm contacting some of the high school seniors to see what kind of plans you've made for yourself when you graduate. Okay, if they say, well I haven't made any plans. Have you ever thought about going into the military? Have you ever thought about joining the Army?

Interviewer: Call me up and do it all wrong.

Subject: Call you up and do everything wrong. As far as education, what I consider wrong?

Interviewer: Yeah. Things you know won't work. Approach and everything you know is wrong

Subject: Well, let's see. Steve, my name is Sergeant (name) and I'm with the Army here at (town). I understand that you're a senior this fall, you know, and that you're going to college, you know, when you graduate. Is that right?

Interviewer: Yeah.

Subject: Okay, that's all I wanted to know. You're probably not interested in joining the Army, are you?

Interviewer: I don't think so.

Subject: Okay, I didn't think you would be. Okay, I thought I'd ask though. Thanks for your time. Talk to you later. That, I know, that wouldn't work. But I have seen recruiters do that, use that same basic approach, take a negative attitude towards it. Already, they are not going to get an appointment anyway. Why should I call him?

Interviewer: Do you have a way of contacting, you know, kids in their twenties?

Subject: Through area canvassing, posting your area. By that, going around you know, to different places and putting up different posters, you know. Something, you know, for somebody recently out of work would entice him to call.

Interviewer: I would think, tell me if I'm just naive about it, I would think that some of the job share, once the

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kids start working after high school, they don't think it's particularly where they want to be the rest of their lives. But it takes them a couple of years to figure that out.

Subject: Well, that's pretty much true and, you know, the security that they have, and getting a constant pay check. Mom and Dad are willing to let them stay around, a good majority of the time. If they've got a job, if they're working, they're not in the house just laying around eating food, taking up space, if a kid is willing to, you know, help Mom and Dad buy some of the groceries once in a while. You know, he's making good on his own, you know, they know eventually that he's going to move out and do something. But, some of the kids do realize that they don't want to do this for the rest of their life. But the sense of urgency that they have is not there because they have the income coming in now. They're more now oriented, then what do I need for a future. I'm not going to worry about that right now. Because they've got money coming in, they've got a place to say, they got food coming in.

Interviewer: How do you get into schools?

Subject: Two different ways. By calling around, making cold calls, setting up appointments and notifying schools that okay, I've got these certain people that I want to talk to out there. Other ways are through the ASVAB test, okay. Using that as a tool for a counselor.

Interviewer: Do the schools here give ASVAB?

Subject: Most of the schools do, a few schools that don't. Most of them do and they use it for a good sense, they test as many students as possible each year with it, because the counselors do use it as a tool for themselves. It's another way that I can refine some of the cold lists that I get.

Interviewer: Would that be the LRL list?

Subject: No, that's the ASVAB list itself, the kids are taking the ASVAB test in school. I also mark down what their plans are for graduation on that, whether their plans are undecided, they plan two years college of vo-tech, military, okay, they plan to work or a four-year college.

Interviewer: How important is it to cultivate guidance counselors, if at all, for you?

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Subject: To a certain, certain degree, you've gotta have a good working relationship with them so that number one, you can get into the schools. For nothing else, just for the exposure to the kids so that they see who you are, see that you're a human being, not an ogre sitting in a chair. I think it's important to get out there and work with the counselors.

Interviewer: How do you cultivate a guidance counselor?

Subject: How do I do it? I see if there's anything that I can personally do to help a counselor with the students as far as giving class presentations for different careers. Setting up ASVAB testing, find out what his rules and regulations, how he wants you to act in the school. How many times he'll allow you to come out, okay, and adhere to those.

Interviewer: You just flat out ask that?

Subject: Sure, sure. I'll come right out and ask a counselor, hey look, you know, is there any set time that you would like me to come out? Do you have, you know, would you prefer I come out once a month, twice a month, or can I come out any time? You know, call you a day a head of time. Most of the counselors, as long as you call before and you talk to the students while they're on a study hour or their lunch break, they're willing to let you come out just about any time you want to. Counselors liked to be stroked too. What do you have for me, okay? But, it doesn't hurt to go out into the schools for the first couple of visits, and not talk to anybody but the counselor. And each time you go out there, bring something to the counselor, book covers, desk top planners, whatever, take them out there, okay. And then, the third or fourth trip out, oh, by the way, I do have a couple of students I would like to talk to at this time, at this date, okay. Would that be all right? When you give to a person a lot, okay, they start to feel that you owe you, okay. That's something that you were picking up on earlier, and it's hard for them to say no, okay. They'll sometimes go to bat for you, to the principal, okay, with the people on the board, okay, who might say that we don't want any recruiters, whether college recruiters or military in the schools. You know, they'll back you up, well, this is what he's done for us. He's helped set up a program where we can test all our students with a vocational test to help guide the students after they graduate. It's a test that the military does use, it's true. But, we can use it to help students. He brought us, you

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know, book covers, he's brought us pencils, he brought us pens, he's brought us desk top calendars, planners, he's done a lot of things for us, you know. Let's give him a hand. And as you establish rapport more and more, you can start asking more direct questions, okay. Who do you know that might want to join the Army? Okay, do you have any students that just don't have any idea what they want to do when they graduate, okay? If so, those are the ones that I want to talk to. I don't want to talk to the ones that just want to get out of class. Because they're wasting my time and I'm wasting their time. My time is important, I could be doing something other than sitting here, okay. Most counselors realize that your time is important because you are in a business and if you respect their time they'll respect yours.

Interviewer: Time management. What do you consider time management for you, because every recruiter I've come to is different, some like to make a lot of lists, some like, you know, just sort of minimum, everybody's different. What works for you? That's, what works for you that you're doing?

Subject: You're in a one-man station, you have nobody to assist you, you need somebody to do this application for me because I've got six other people to go talk to, okay. In a multi-man station yeah, fine, you've got somebody else that will do it for you. Here you don't. You've really got to be on top of it every time and schedule, you know, your travel time. Out here in a rural area, travel time is a big thing, as long as you're heading in one direction, don't go all the way down there for one appointment, okay, because then that's a day gone down there for one appointment. Well, let's pick up another one on the way down. Setting up specific times to do things.

Interviewer: For example.

Subject: Phone prospecting, conducting interviews, setting up specific days for testing, days to get applicants down to the cities.

Interviewer: How far in advance do you set up your times?

Subject: For the prospecting, interviews, those, that's something that you have to work on a daily basis, because everything changes out here.

Interviewer: Does that mean, that morning you decide what you're going to do, or does that mean --

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Subject: No, you can in some cases, you know, something where all the sudden you don't have anybody to test that day, you had three people scheduled to test, you know, two got in a car accident and the other one's still drunk.

Interviewer: Assuming a perfect roll, people show up for appointments and stuff. Understood, that you have the flexibility to rearrange if you need to, but what do you plan on and how do you plan it. Do you write --?

Subject: I usually don't plan more than two days out. Because I find if I do more than that, you lose it, I lose it.

Interviewer: Do you like come in and say, will I haven't done prospecting for, for a while, so I think I'll put that on my list for tomorrow or --

Subject: Prospecting's something that I like to do every day. Because it's easy to get away from.

Interviewer: Okay, what's your day like. Maybe that's it, because it sounds like you have a set day and you modify it as you need to.

Subject: Okay, I like to set up and have an appointment in the morning and an appointment in the afternoon. A time to come in first thing in the morning to drink some coffee, you know, look at my schedule and see what I can --

Interviewer: Can you give it to me like in, sort of a polished order.

Subject: Okay, first thing in the morning, you know, first order of business let's get some coffee and have some caffeine here and see what we are going to do here for the rest of the day. You know, do we have appointments that we're going to go to? If we do, how long is it going to take to get to each one, are we going to have time to get everybody in? Get any office admin that has to be done, any reports that might have to be in that day, get them done first thing in the morning and then you won't have to worry about it for the rest of the day. Conduct any interviews that you might have, like, say, I like to set one up in the morning. I'll set one up in the morning and I like to make grad calls right around noon because if grads are going to be around, they're going to be around at home to eat, okay. Especially if they don't have a job. And that's usually when they're catching the most flack from their parents. So they're very willing to

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talk at that time. I like to conduct at least one appointment in the afternoon, or the evening. I like to contact seniors either immediately after school or right around 6:00, because that's when the sports and everything are usually over by six. They're getting home, and set some appointments up for the following day or the day after. Packets, enlistment packets, as they come, whenever, whatever time, I have no set time when I'll do enlistment packets. If the kid can't get together with me, you know if he's seventeen years old and I need his parents to sign, his parents work from 3:00 in the afternoon till 11:30 at night, that's fine, we'll get together at midnight then. I know your parents will be tired because they just got through working, but we'll get together and have good time. There's no set hours. Every office has established hours that they work, but, that's a guide, as a rule, that's when they'll be around. And I may get out there earlier, and I love Saturday mornings, okay, especially for contacting high school seniors.

Interviewer: Good. How about Sundays. A day of rest?

Subject: Well, generally as a rule, okay. Saturdays 'til about noon is the longest I'll work unless I have an appointment for something that has to be done, otherwise Saturday afternoons, Sundays. Sundays if somebody has to go to 2\$ to test in the hotel, fine, let's go jump in the car, I'll drive you down there.

Interviewer: What about keeping track of these things, like your appointments? Is it sufficient that you ought to write it down?

Subject: I do use my appointment guide for that, that's probably one of the few times I use that.

Interviewer: Let me see.

Subject: Yeah, I had those two appointments down already. So the appointments I write down. For tomorrow, you know, I know that I've got to call in my weekly, okay, and Dr. A\$'s going to be around. There's certain things, you know, as far as school's go too, the ASVAB test, begin Wednesday afternoon, I have to be out in 3\$ High School for that.

Interviewer: Good, okay, anything else on time management?

Subject: Probably just don't get caught up in it. It's like office administration, it's easy to get caught up

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in, how am I going to do this, don't over-schedule yourself.

Interviewer: What would be over-scheduling?

Subject: Last Friday morning. Setting up four appointments in three hours, that's, it is, that's coming in on a fine line right there of doing too much, or trying to do too much at one time.

Interviewer: What's the matter with doing too much? Want to be all you can be?

Subject: Yeah, I do, but what you end up doing is you become repetitious, you know, you try to treat everybody as an individual as you're going through it, but after the third one, the fourth one, is, I've already done this for three times in a row and I'm really tired of doing that right now.

Interviewer: Good. Okay, selling different groups. Rumor is that the world is made up all of Cat threes, as I understand it, if I understand the manuals. Is it different selling a Cat four from a Cat three from a Cat one? And if so, how?

Subject: See, I've got yes and no answers for everything. Yes it is different in selling them because of the fact that, nine times out of ten, a Cat 4 is not going to be someone interested in continuing his education and if he is, the basic program is more than enough for him.

Interviewer: Let's back track. Let's take it one step at a time. How's it different in prospecting, making initial contact?

Subject: No, I don't think so.

Interviewer: Any difference in getting a four?

Subject: As far as I'm concerned, no. You gotta' be yourself no matter if the guy is a brainchild or is just above dirt, you know. You've gotta' be yourself and treat everybody as a human being. But you do have to key yourself and talk at this person's level, if you talk to a Cat 4 for example, you know, and use fifty-cent words, okay, this guy's -- I've only enlisted five of them. I don't know, a Cat 4 is, I don't like call anybody dummies, they're not dummies, if there's somebody that will more or less be interested in just a specific, you know, give me a job, and they do that. I want to see what you have available, you know, now show me that job. How do, can I do this?

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I'm sorry, I backed way up. Show me how I can do this job. And you can just say, well okay partner, look, this is how we're going to do this job. I can get this job and your starting salary's going to be this, okay. Now we're going to go ahead and give you that job, okay, we're going to train on that, we're going to let you do that. Okay, the only thing that we ask of you before that, okay, is that for the remainder of the time that you're in, that you do do that job for us, okay. As opposed to a 3A, okay, or well why do I have to do that job?

Interviewer: Number 3A, same job. How do you sell him?

Subject: Same job, same basic program, let's see. He's looking for a job, okay, well you probably have to re-stress, you know, a benefit to him more, you know, the real benefit to you in going into this specific job is the fact that you're going to receive this high technological training, okay, that only the Army can offer you. Okay, you're going to be able to excel in the field if you want to. If you want to act, and just stay on one even keel, okay, and not excel, okay, be able to go out and take different college courses, okay, attend different schools that the Army has available for you, that's fine too, okay. But I'm sure you're the type of person that does want to excel. You want to go out, take the challenge that the Army has to offer you and be all you can be. Okay, get out there, see if you can, you know, pick up as much college as you can while you're at it. Somebody who is a 3A, what I'd actually do, is, you know, I'd push a lot of college, because most people who are 3A's are looking for college, I think. Or some type of further education.

Interviewer: Okay, Cat 1's, same thing.

Subject: He's a unique case probably in that what he was looking at was job security. His mom has _____ and he's supporting her. He just graduated from high school last year, and what he was looking for was a way to do that, but he wanted the best most challenging way to do that. So there were a lot of different aspects, you know. Hit him with the bare facts. Don't, some people who are extremely smart expect to have things handed to them on a silver platter, okay. What are you going to give me? I just would, you know, give them the cold facts. It's going to be hard, you know. For what you're looking at doing, you want something that's more of a challenge, okay. Unless I'm misreading you, okay, yes continuing education is

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important, but not at this point in your life. You eventually want to continue your education. We are you going to afford you the opportunity to eventually continue your education if that's what you want. Right now you want something that's more of a challenge physically than it is mentally, okay. What we're going to do, partner, you're interested in going on, you know, to do things that other people can't do, jump out of airplanes, you want to learn how to go into the special forces, rangers, this type of thing, that was a challenge to you, okay. You've accomplished just about every mental challenge, okay, that could be met, that could be put upon you. Now it's my turn, okay, to challenge you physically. And I'm going to do that, okay, because I'm going to put your body, okay, through hell, okay. You're going to hate me, you're going to cuss me when you're down in basic training, you're going to cuss me when you're in advanced training, when you get to jump school, okay, you're going to wonder why I ever did this, okay. But once you've accomplished everything you're going to come back here and thank me for doing that for you. That was this guy's case.

Interviewer: Okay, any other way to sell a Cat 1?

Subject: I guess, to back out of my statement as do we talk to them different? Again, it was a yes and no. To a certain degree yes, more now I think.

Interviewer: Okay, is there anything that's common about people? With or without Cat level? I mean can you group people so to speak when they walk in and say, this is what I got to talk about. Just look at a person and say, that's it, or look at a person and say, can you look at a person and say it's a Cat 1, 2, 3, 4?

Subject: I can talk to a person usually and tell.

Interviewer: What do you, what is it that let's you know?

Subject: This is just a terrible thing to say, usually if they know what their name and their social security number is without having to look it up, they'll score a 3B or higher on the test. It sounds terrible, it sounds like a terrible thing to say, but,

Interviewer: Okay, anything else?

Subject: If I ask, and I do sometimes, what type of math courses, and English courses have you had in school? If a person is concerned about how well

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they'll do on the ASVAB test, look what type of math course have you had. If the kid tells me that he's had Algebra I, Algebra II, they'll usually score a fifty or higher on the test. Because the ASVAB test isn't a very difficult test, if a kid is a listener, if he listens more than he talks, okay, I found that a lot of times he'll turn out to do pretty well. He pays more attention.

Interviewer: How do you know he's paying attention as opposed to spacing out?

Subject: How do I know? Just be watching a person -- their eyes. I can watch their eyes, I can tell if, when somebody goes into la-la land, okay. Hello, are you still there? You know I'll snap them out of it. And it happens sometimes, especially if you've conducted a lot of interviews in one day, you get boring.

Interviewer: You mentioned English courses, what did that tell you?

Subject: The verbal, how well a person can understand what he reads.

Interviewer: But if he says, yeah I've had some English courses, what does it tell you?

Subject: Well, I'll ask what type of English courses that he had, you know, did you take up, you know, going to the library and reading there for a, six hours a day, or, you know, what type of English courses have you had, English composition or, I don't know.

Interviewer: What is it about asking, what you ask people, think back to when you've asked them that?

Subject: I don't know if I'll ask them so much about English courses as, you know, how well do you understand what you read, you know. If you read a paragraph can you remember what was in that paragraph. Could you answer questions about that?

Interviewer: And if they say yes, what's that tell you? He says, yeah, I'm pretty good at reading, and I can remember a lot of what I read.

Subject: Okay, you know, as far as ASVAB goes, the English portion of it, okay, he shouldn't have any problems with that.

Interviewer: What's that mean, no problems. That he's a 3, 3B

Subject: Well, yeah, I would say at least a 3B, because, in

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the math portion of the test also he has word problems. Okay, if he can understand what he's reading, okay, even if his math skills are low, he can sometimes work out a word problem.

Interviewer: Okay, there's a rumor out there, this is almost embarrassing, there's a rumor out there that recruiters are under stress every now and then. Any truth to that?

Subject: No, that's a bold faced lie. Anybody that told you that.

Interviewer: Honest to god, they did this huge survey, lots and lots of recruiters, to find out. What, if anything, can be done to reduce recruiter stress?

Subject: Well, for myself?

Interviewer: For you, how do you reduce it on your job besides being in a multi-man station?

Subject: A large majority of stress that I undergo is self-imposed. And by that I mean that, I like to push myself.

Interviewer: Is it useful?

Subject: I think it is. To a certain degree, you gotta' know when to back off. You gotta' know when, hey, whew, you've done all you can, cool off. Otherwise that's when your burnout hits you right between the eyes and you get absolutely nothing accomplished any time.

Interviewer: Okay, down up strategies, what would you call them, in phase, out of phase, burnout, what's your word?

Subject: I use burnout.

Interviewer: Okay, we'll use your word. Burnout. Let's assume that it's a naturally occurring event, I mean, a guy works at a job for a certain period of time, and sometime between the sixth and the eighteenth month depending on where he is and his situation, a good recruiter will experience some sort of burnout. Okay, and we'll call it burnout because this guy's been making quota or above the whole time and all the sudden, he like, rolls a donut and his brain gets somewhat fried and he's like got this aversion to just talking to people, it just gives him a headache. Maybe you can talk about, you know, what it's like when you get there.

Subject: You know, when you get to a certain point where you

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have been making big numbers and you're rolling big numbers and you're really feeling good about yourself, and all of a sudden, yeah, one month comes along where nothing clicks, nothing happens and as a recruiter, especially if you've been successful, you know, you start thinking, you know, that it's me. I've done something wrong, you know. I must have changed something although you know that you haven't really changed your approach to people, you haven't really changed your, the way you contact people or interview people, but things are just, it's not clicking anymore. You're just going through the stages, you're not doing as good a job as you were. Somebody who is sitting outside watching you, can see that. And that's where a station commander comes into play and he's got to watch his people. And he's got to, you know, when he sees burnout coming, and you can. You can see a burnout coming in a recruiter. You've got to go over and stroke him and tell him, hey partner, look, take some time off. Get away from this for a little while, okay. You're heading, you're heading for a crash and when it comes, okay, don't be surprised. Don't worry about it, okay, because it's something that happens, okay. Pick yourself up, dust yourself off, you know, kick trash cans, you know, punch a hole in the door if that's what you need to do. You know, get mad, if you don't get mad at somebody that's a station commander, you know, hey, get mad at me, you know. As an individual, I got mad at myself. You know, why did I let myself get into this, okay? Let's fix it, okay. And then you revert back, okay, because you got into a syndrome where this is all I got to do. I can talk people and can put people in and I can over produce, I can do this all the time and everybody thinks I'm great. Okay, they think I'm doing a good job, so I ain't got nothing to worry about. And then you start becoming like a machine. You know, when you become like a machine instead of being a human being, okay, and caring about people that you're working with and you're just looking to put -- okay, that's when you start losing people and you don't understand why.

Interviewer: What do you mean being like a machine? I mean, especially in terms of, if I was going to be like you for a day, what would I be acting like that would make me more like a machine?

Subject: Not treating people as individuals, treating them all on the same level. Everybody, I don't care who you are, I don't you know, care what your interests area. This is what the Army has and this is what you're going to get. We're not going to focus in

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on one specific benefit that, you know, you would probably join the Army, but I've gotten to the point now, I'm just repeating things.

Interviewer: Is that like, you talked before about it's important for a recruiter to listen. By listening I think you meant, to try and understand the prospect's world and what the prospects want. Is this an instance of not doing that?

Subject: Yeah, you're not listening to an individual, you're hearing him, you're hearing him. And there's a difference between listening and hearing. You know, if I really concentrate and listen to what somebody's saying, yeah, you do, you become involved with the applicant. Not emotionally or physically but just brain-wise, you, you know, okay I can understand that, I know where you're coming from, I know what you're looking for. Okay, let's see what we can do to help you out. Where if I'm hearing you, okay, everything is coming at me, okay, but it's not, it's hitting the forehead and it's staying right there. Okay, it's not going inside, you just, yeah that's fine. Okay, you're mom died, okay. You know, your dog just died, you know. It, you don't sympathize, you don't treat them as human beings anymore.

Interviewer: Is it more like you're just in, you're like, into your own world, or is it more like you're just detached, you're watching yourself doing this scene with this guy?

Subject: The last time it happened it was like not being there. You know, you were there but, you know, you were there as a bystander. You know, you're just there to put out the information but you kind of sitting there. You're knowing that you're not doing anything. It was like being in a different world, you know, you knew you were there, that he was there, but you weren't really conscious of what he was saying or what you were saying in response to what he was saying.

Interviewer: What were you thinking about?

Subject: Just anything other than recruiting. Time off. What would it be like to have more than one day off a week? You know, trying to think of when the last time you had more than one day off was. That's what, you know, when I get to that point that's what I think of. I think of, you know, god, you know, I've worked now six days a week at a minimum for the last 3,4,5,6,7 months in a row --

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Interviewer: So you get stressed and you get down. How do you get up?

Subject: Yeah, accepting, you've got to realize that you're doing these things, you know, and then try to work your way out. How do I change what I'm doing. Do I need to just take three or four days off, and take this time off and, you know, just to get away from recruiting for a little while. Give you time there to get a few brain cells back in your head, because you don't feel like you have any but two left and they're fighting one another, you know, trying to kill off each other too. You look at it and build from there. You know, a work plan, you know, what do I need to do, who, what do I need to say to somebody to get him to join? And when you find that first one, okay, it's a whole new ball game for you. Then you know that, I'm on my way.

Interviewer: How do you know when it clicks? Does it click for you or does it sound differently?

Subject: Yeah when it clicks, you mean, back into the mold, back out of burnout stage, yeah it does, it clicks. When that first, like I say, when you come across that first one, and you realize that you are still going to have to take a lot of no's, that you're going to take some flack, and it's going to take time for you to work back into this. But when that first prospect says, yeah, I'll join the Army, okay, your self esteem and everything, it just, all right I did it. Okay, now he's recruiting, and he can go, again, back at it full gun. You know, you're not afraid of taking any no's now. You're a little hesitant but you're working your way back up and that's where in a multi-man station, you know, you have a big advantage because you have somebody to stroke you on the way back up. In a one-man station you don't. I rely a lot on my wife to do that. You know, hey don't worry about it, you know, somebody, you know, tomorrow's a new day. You got a thousand and one appointments set up for tomorrow because you know that you need to write four contracts by the end of this week, you know. And it does, it helps whether it's somebody directly related to recruiting or not, to kind of stroke you back up. Answer your question I hope.

Interviewer: If you are advised to give like a two-hour talk at the ARC, to these new recruiters, what would you tell them, what would be important for them to know from you in terms of what to do out there in the field?

Subject: There's things that you have to tell them. Answer

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the questions that they have, fulfill the need that they have, okay. Leave a lot of bru-ha-ha out if they have other, other questions, they're going to throw objections up to you. Objections are great stuff, okay. That's they're way of saying, yeah, I need some more information about this, okay. Well, what about sports, can I play sports in the Army, okay. Is that an objection. It can be, okay. If I told him, no, okay, well I'm doing the other recruiter that he talked to, I blew his theory. Because he told him yes, he could. But realistically, yes he can. There's a lot of different sports, the Army's got all kinds of sports but you have to apply yourself. What about my girlfriend? Could that have been an objection? Yes, it could have been an objection. How does she feel about it? Okay, well she didn't like it at first, okay. I'll tell you one of the most powerful things in the world is, is a spouse, whether it's male or female. Okay, they can sometimes be the deciding factor, whether the kid's seventeen or whether he's twenty-five. You know, if he's seventeen years old and he's got a girlfriend who says, no I don't want you in the Army, okay, you got a problem. Okay, unless you confront that problem, find that objection out, okay, you might not ever know that. He might be telling you no, okay, I'll just have to think about it for a while. What is there to think about, partner, you have some other, you know is there something that I didn't answer? No, I just need to think about it.

Interviewer: Would you speak about them together?

Subject: Would I? Sure. Sure. You know, do think it would help if your girlfriend understood? You know, is this something that's serious, are you planning on maybe getting married to this girl later on, okay? If it is, hey, that's fine partner, because we're going to help you, okay, to take of her later on if you're planning to get married, okay. If you're not, okay, if this is just a girlfriend that you have right now, okay, let me ask you this partner, okay. Do you, when do you plan on getting married? Is it going to be sometime in the near future? If so, is it going to be with this girl? It could possibly be, okay. But guess what partner, there's a lot of other women out there, too. Okay? So you've got to make the decision now, are you going to let her make the decision? If so, then we need to talk to her, we don't need to talk to you right now. Okay, we need to convince her that this is a thing you want to do. I get carried away, you know, when you start talking about one thing. You know,

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there's a hundred and one different objections, you know. Just, I like, the old method, just take the objection lightly, you know. Earlier today the kid said, I just don't want to join the program in case something else comes up. Hey, that's fine partner. You know, there's a lot of what ifs that could fall into that. Okay, let me ask you this, what if you did join the program and something else better did come up and what if I let you out of the program. And would you join then? Okay, well, I don't know. Then that wasn't his real objection, that's not the reason why he's not going to join right now. Okay, and my firm personal opinion about why he's not joining right now is because he's badgered so badly, okay, and nobody to talk to, but maybe some stroking --

Interviewer: If you answer an objection, let me get it straight, if you get an objection, and you respond to it in a way that's at least an out from your point of view, and he still says something like, well, I don't know, then your feeling is that it was like, almost a false front for him. There was something else. He may not be aware of it yet, but there's something else that's more important and until that's answered, okay.

Subject: You know, and if he says, you know, well I don't know, okay, well hey partner, look evidently there's something else, okay, that we haven't hit on yet. What is it? Well I just don't want to get a haircut. Well, if I can show you a way you can join the Army without getting your hair cut, okay, would you join the Army now? Okay, seriously, I'll say that to him. They know I'm, I'm bullshitting them. I can't do that, okay. But I'll admit that to them anyway. If they say, yes I will. Okay, if they say if you can show me a way where I can join Army without having to cut my hair, yes I will join. Partner, I can't do that. I can't show you a way where you can join the Army without having to get your hair cut, okay. But let me ask you this, isn't a little bit of your vanity, okay, worth the \$25,000 you're going to get for your education? Okay, worth the training that you're going to receive, an opportunity to get away from (town) for a little while, okay, and get out and be on your own? Isn't a little bit of your hair worth that? Yeah, I guess you're right. Now are you ready to join the Army? No. Damn! Why not? Okay? You know, as soon as that happens, if you can take it away and get him to agree to something, and they say no again to you, I'm not ready give up, I'll beat a dead horse. Okay? Until I'm sure that he just, you know, right now is not the time.

Taking no's - that's, don't be afraid to do that, shoot. Okay, so you beat a dead horse. Let them know that you are going to call them back. Let them know to expect it, okay, then it doesn't come as a shock to them if two days later you call them up, hey, remember me? Okay, yeah this is B\$, the Army recruiter? Oh yeah, yeah, that's right, you said you were going to call me back. Yeah, that's right, I want to check with you to see if, you know, you've been able to make a decision. What have you decided that you'd like to do? Well, I don't know, I just need a little more time. Oh, that's great, I love that line. Why do you need a little more time, okay? Well, I just, I just need a little more time to think about this, you know, in case something happens, okay. Well, look partner, you know, procrastination, okay, is human nature. Everybody does it and we always put it off. You know, hey, I'll make a decision next week, okay. Get up with me then. I'll go wash my truck next week, okay. Well heck, when next week comes, you know, oh shoot, man, I can wait until next week on that, and next, the next week never gets here. Okay, we never face ourselves, okay, and we never face up to what we say we're going to do. Okay, what you really need to do partner, is you need to sit down and make a decision, okay. Will this program help you out? Will it help you obtain what you want to get out of life? Yes it will, okay. Then let's get it for you. Let's set up a time, and get you down to 2\$, get you your job, okay, get your program all set up, okay, and get you started on something. A lot of people are afraid to admit that they can't make a decision.

But I think most applicants, though, respect that. If you tell them that, they say hey, you know, I appreciate you telling me that. You know, and I'll tell a kid, hey, great, you may decide not to join, okay, because I sometimes get right to the point. Now you might not like what I have to say, well hey, that's fine with me partner, but I'd rather be honest with you and have you walk out of here, okay, than lie to you and have you come in. Okay, because, again, it's going to come back to me. Okay, now, the fact, the situation is, yeah, okay, we don't have that job available right now, the counselor is logged, okay, it's just not available, the people that are in took it. Okay, that's the fact of the matter. Now do you want the opportunity to get that job? If so, fine, enlist into that field, okay. Get into the field that's related to that and then when it comes time to re-enlist, re-enlist. I'll tell them. You might get up and walk out of here. Man, that's fine, you

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know. But at least you'll get up and walk out of here knowing that I was honest with you. You won't get up and walk out of here because I lied to you.

Like I say, I think most recruiters like to show off and talk about themselves and what they do. What's made you successful? I don't know. What do you do? I don't know. This is what I do. No, you can't, there's no way you can do that and be successful. I've had a lot of company commanders, first sergeants tell me that. My first station commander told me that. You can do this and be successful. He's now the _____ in the 4\$ area and he'll use me as an example.

Interviewer: Of what not to do?

Subject: Of, no, of being an individual, you know. He'll tell these guys, hey look, you know, at the Army recruiting course, what did they teach you. They taught you to do this, this, this and this. Okay, I want you to meet somebody who does absolutely none of that, okay. This is what he does, he sits down and talks to somebody, he'll talk to him 45 minutes, okay, without bringing out a book, okay, without bringing out anything to show this guy. He'll just sit down and talk to him, but this guy puts people in the Army, okay. Now how does he do it? Now, the only thing he says that I can figure out, he said, because he said, I gave up going out on appointments with this guy. He said, I did. He said, I had to. He said, it drove me crazy, you know, to sit there, he said, and listen to him talk to this kid for 45 minutes, he said, and at the end of 45 minutes be able to put this kid in, he said, because I can't do that. He said, I'm the kind of guy, he said, who's gotta' have a book, show somebody something, he said, I've got to go over the whole nine yards. He said, I've gotta' do that. He said, he doesn't. I don't know why. He said, so, he said, just recruit however you feel comfortable. He said, uh, if somebody comes down and tells you, you know, to give them a sales presentation on the Joins machine, be able to do it. He said, you don't have to do it with every applicant that you talk to. You don't have to use the sales book. If you don't feel comfortable using it, don't use it. Okay, if you don't feel comfortable using Joins machine don't use it. Okay. Use what you feel comfortable with.

Interviewer: Talking to women.

Subject: Recruiters talk to women, okay, and I'm talking just male recruiters. When they talk to women, you

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know, all your life you've been brought up, you know, that when you talk to a woman, okay, you're going to try to impress upon her, okay, how nice a guy you are. And, I don't know if you're looking for a date or what, okay. But as a recruiter, that's not your job, but guys do it all the time. You go from talking to a guy -- hey, Bob, how you doin', you know, partner, have a seat, you know, let's see what we can do for you. You talk to a woman, hey, Sally, mine name's B\$, okay, I'm your Army representative, come on in and have a seat, okay. Now, what is it that you want the Army to do for you? You key yourself way down, you get real low, you lean way forward in your chair like, you know, yes I'm listening to every word, I'm hanging on every word that you say. Just go ahead and fill me in on this. Guys do it, why do you do that? Okay, there's no reason for you to do, you're not asking the girl for a date. Okay, you're trying to get this girl to join the Army, okay. I sometimes think that women, okay, feel offended when you conduct an interview like that, because they're not expecting that from somebody who's in the military. They're expecting somebody who is authoritarian, okay, somebody who's in charge, who's in command, tell me what you want me to do. Okay, why treat them different? I don't know why guys do it.

Interviewer: See for me, it's, it's I can understand guys doing it not because it's effective but because it's all they're used to and they don't have the flexibility to change to a different style, or try something different.

Subject: Yeah, you've got to try something different because I, I still find myself sliding back into that. But you've got to come up out of that.

Interviewer: Is it, am I picking up that it's not as effective when you do that?

Subject: I don't think it is, personally myself. In, in all the times that I've spent on recruiting and talking to women and, I don't see that that does any good at all, okay. They want to be treated equally, you know. Is this how you talk to guys too? You know, I had a girl ask me that one time. Now, right then you know, that, man, I must have really been groveling. Okay? No, I guess I don't. And then you pick yourself back up and you go, okay, now. This is what we're going to do. What is it that you're looking for the Army to do? Okay, are you looking at the Army college fund, are you looking, you know, to take a completely different aspect. I

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mean, okay, fine, okay we can do this and we can do that, okay, now if we can do this and we can do that, are you gonna' join the Army? Okay, well I don't know. I don't know if I can make it through basic training. That's a common question that everybody has, okay. Women especially, okay. But do you know that right now the Army's got more women in it than it's ever had? Yeah, you can make it through basic training if you want to. Okay. You're not going to be treated any different than a guy is. Okay, you're going to go through the same basic training that he does. Okay. It's going to be hard, okay. Again, let them know the complete facts, fill them in on it, okay. This is a different world from 1975, okay, that's when I graduated from high school. Okay, in 1975, back then, no, everybody protected your women, you know. You don't, that's not something you do, you don't go into the military, okay. You don't do any mechanic's work, okay. If you're going to get a job, you're going to get a job as a secretary, okay, or working as a nurse. Women are going into different jobs now. Women are going into the aviation field, women are going into mechanics jobs, okay. I got women that want to go into the field artillery, okay, for cryin' out loud. Why treat her, you know, somebody that wants to go into the field artillery any different than a guy? Lay it on the line. Again, if they bite they bite, if they don't, you know, you're fooling yourself anyway. A lot of people, you know, take rejections too seriously, too much at heart. I do at times, too. Shoot, if you lose them, you never had them, so, you haven't lost anything.

Interviewer: Talking about high school guidance counselors and working with them.

Subject: Mrs. C\$ is a good example of one who worked here, of one who worked with me over here. The first question she asked is where are you from? I said, well, 5\$, that's where I work out of. No, originally, where are you from. Well, I was born and raised about 65 miles north of 6\$ up on 7\$. Oh, okay. Now, why, where are you from? 8\$. Oh, do you know D\$ Yeah, I know them. Well, that's probably most of my relatives I said, but -- you know, anyway, now is it okay, I said, if I ask you a couple of questions? Yeah it is. And I had talked to a couple of seniors out there and I said, you know, this is something I've been seeing more and more of, I said, the longer I've been out here. When I first came out here, it wasn't quite as popular as it is now, where people say, what, I ask the question, what are you going to do when you

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graduate? Nothin'. What do you mean by nothin', you're not going to get a job or travel, or you know, go to school? No. I'm going to live at home, just take a year off. And your parents are going to allow you to do that? And she said, that is something, she said, I've seen, she said, for about the last seven years. And on the increase up here, she said, more and more parents, she said, are allowing their children to spend a year off, okay, live off of them at home, do absolutely nothing if that's what they want to do, you know. And then if they decide to make a decision to do something, then do it. I said, well, I said, you know, I said, the only thing that I can think back to, I said, is, you know, when I was at home. I mean come graduation time, that was ten years ago, but come graduation time, you know, once you had gotten your diploma your mom and dad were standing there with your plate going, what are you going to do? You know, you ain't going to live here. You know, are you going to get a job? Are you going to go to school? If you're going to go to school, fine, we'll help you as much as we can. Are you going to go into the military, what are you going to do? You know, she said, that's not happening any more, she said, parents are getting very, very lenient. She said, a lot of times that happens.

Interviewer: All I can think of is, if there's no jobs here and they want to keep their kids here then that's their way of keeping them around hoping jobs will come back.

Subject: I don't know. I couldn't decipher that at all. You know, to me, it's, it's, that's something that is tough to battle, okay. Why do they want to just sit around and do nothing?

Interviewer: Well, yeah, of course there's those kids on the other end that have been here a year.

Subject: Yeah.

Interviewer: Parents are getting, want them to move finally.

Subject: They've been laying around here for a year doing nothing.

Interviewer: I can't imagine that, I mean I would go crazy.

Subject: Yeah, that's not my cup of tea, I can't do that. For about a day, I'm good for about a day of doing nothing. Then I've got to find something to do, even if it's wrong, let's do it, you know? But, most counselors, if you approach them in that

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sense, you know, bring up something about their students. You know, they'll either get real defensive, and try to protect their students, say, well, this is the reason that they're doing that, or they'll just flat out agree with you. Say, hey you're right, you know. I've never seen a class that want to do nothing more okay, in my entire life. It would do them a world of good to go in the military. You know, I said, that's what I thought, you know. As long as they're going to do nothing for one year, why not do nothing for two years and join the Army. And at the end of two years of doing nothing, here's \$17,000 to go on to school with, if that's what they decided they wanted to do. Most counselors will, you're right, it wouldn't hurt them a bit for two years. Hey, partner, educate your counselors. Army's the only one that's got a two-year program. Army's going to give them \$25,000 for an education. You know, I like counselors who want to know what we do have. To me that shows a sign of, you know, well fine. You know, because I do come across, counselors do come across people who need education money, but academically they won't get a scholarship, they're not that good of an athlete to where they'll get a scholarship to go to a school, so they'll recommend to him, have you every looked into going into the military? Well, I though about it. Well look, I was talking to the Army recruiter, okay. Something that you might want to do, just talk to him. See what they have available. They told me about the Army college fund program where you can get up to \$25,000 for continuing education. That might not be a bad idea for you to check into. A lot of parents still get irate if a counselor tells a kid that he has to do that. Okay, he can recommend it, and then most parents will accept that. I've got a counselor out at 3\$ who was excellent, who, that's the best that he'll do, he'd recommend that they look into it, at least just check the option out. But he won't tell them, hey, the Army is the only service that you need to check out. Check them all out. I do the same thing. He says, well, I'm just going to check them all out, hey that's a good idea partner. You need to check them all out, see which one has the best programs for you. You know, for what you're interest in doing, you want to continue your education, okay. You want to get a four-year degree.

Interviewer: I wonder if the other services have anything like our, what do we call it now, open contract, closed contract, guarantee a job?

Subject: Right, they have open contracts, they guarantee a

field, and usually they'll only guarantee, well, they'll guarantee a field for three or four years. And they can guarantee a specific job six years, okay. But, to most kids, again, the downfall or to how to downplay that, okay, is do you want to enlist for six years? Hey partner, look, if you decide to enlist in a military service, because they're uniforms are better than ours, you like the blue better, okay, that's fine, I can't, I can't fight that partner. I got a dress blue uniform, okay, that I had to buy, okay. Now if you want to go out and buy it, all right then I can put you in a blue uniform too, but if you're joining them because you like their uniforms better, I can't fight that, okay. But if you're joining another service because they can offer you more for your education, okay, give you better skill training, okay, on a shorter term and guarantee you a station, okay, then somebody's jerking your chain, partner. Okay, because everything that I've told you, I can show you in writing. And if somebody says that I can't do it, I want you to ask them to show you, show you how they know. Have them show you in writing. If they don't want to do that, tell them, okay, that you want to meet with them at your house and I'll come out there, too. Okay, and we'll just sit down and have a little talk, okay. And then you make a decision as to who's lying. Am I lying, or is he lying? Okay, who can do what. I'm willing to do that any time, anywhere. And I had that situation arise when I was in 1S. The Air Force that, no we couldn't give him guaranteed job, we could not give him the Army college fund. So, we were in the same building. They were upstairs, we were downstairs, I said, well look. I said, why don't you just walk on upstairs, you know, walk on in there. You know he's there, you just came from up there, okay. Tell him to come on down here, you know. Come on down here and, and let's settle this thing. I said, because like I told you, now I can show you in writing, I said, and let's get this thing settled. He went upstairs and he was gone for about 20 minutes. And I thought, you know, he'll be back. Well, about then he came back in through the door, and said, he won't come down. I said, why not? Oh, he says he's too busy. I said, well what's he doing? Well nothing, he's just sitting at his desk. I said, well, see, probably the reason might be that, you know, I can do you what I told you I could. And by then I've got everything looked up so I can show him. See, I can give you this specific job and I can give you the Army college fund provided that you qualify, okay. And he said, yeah, okay, he said, I think he was lying to me. I think he was just trying to get me

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away from you guys, because you guys have the best programs. I said, that's for you to decide. I said, I'm not going to talk bad about him. I said, but if you feel like he's lied to you, you know, if he's lied to you he's going to lie to you again. That's a good possibility. So, use 'em. Use 'em or lose 'em.

Interviewer: How would you ... an unresolved issue?

Subject: If you leave something out, okay, and he's interested in it, he's going to tell you. He's going to tell you indirectly. Okay. Maybe even directly. You know, he may even come right out and say hey, don't you guys, you know, offer retirement programs? Oh, yeah, well, shoot, we got one of them too. You know, but you know, or what about continuing my education while I'm in? Oh yeah, that's something, you know, that we do have that I didn't bring up, but I'm glad you did bring it up.

Interviewer: What's indirectly?

Subject: He'll throw an objection up to you, okay. That's what I mean by indirectly, letting you know that you left something out, okay. Directly, yeah, coming right out and saying, you know, well don't you guys have an Army college fund? Oh, yeah, didn't I mention that? I'm sorry, we got carried away, we were talking about your training, we were talking about your travel, you know, and you being able to support your family, okay. Well yes, we do have the Army college fund and that is something, you know, that you could possibly be qualified for. Okay, this is what the program is all about. Okay. Indirectly, well, I don't know, that all sounds good, but. But what, partner, is there something that I've left out? Well, I, I would kind of like eventually to get my four-year degree, okay. Well, I'll show you a way, through the Army, where you can continue your education while you're in it. Okay, the Army has a program called the Army college fund. That's for you to use once you get out, okay, so that you can go on to school no matter where it is, okay. Use the Army college fund to get it paid for. And I apologize for leaving that out, okay, because it is something that evidently real important to you. If we can get you the Army college fund, along with the job training that you're looking for, and show you how you're going to have the security of that job, that paycheck coming in every month so you can support your family, okay. Are you going to join the Army? Yeah, I think so. Okay, is there any doubt. You know, you said I think so, okay. Is there maybe a

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little bit of doubt there yet? Well, yeah, I don't know, okay, I'm just not sure just yet. And that's where the scared factor to me comes in. Okay, and that's everybody, I don't care who they are. There's always a scared factor. So you handle the scared factor, I usually save the scared factor for last, okay. Because that's the easiest one for me.

Interviewer: So how do you handle that?

Subject: The scared factor? Make them face up to it, okay. Make them admit that they are, okay. Because of the fact that most people are afraid to admit that, okay. Don't be afraid of that. Everybody feels that way. I felt that way when I first went in. We're human. It's a good thing, though, to be a little hesitant like that. Because you're going to make sure that you get everything that you're looking for. Now, when would be a better day for you to, you know, take the physical and see if we can get that job, that program set up for you. Take it out and let him know that hey, I'm not alone in this, I'm not the only one who feels this way. You know, it sounds good but, I won't know anybody. Do you realize that when you go down to basic training you're going to have approximately 120 people down there with you. How many people do you think are going to be down there that knows somebody else? There's a lot of people going to be in the same situation out there, okay. Guess what, they're all going to be a little scared, too. You've already got something in common. You're all hooked in the Army, you're all starting out together, okay. And you're all scared, okay. So don't feel like you're the only one that feels that way. When you get down there, you're going to meet somebody down there, okay, you might even just see him just across the room, you make eye contact and you're going to realize that hey, I'm going get along all right with that guy. I don't even know who he is. But me and him will get tight. We're going to know one another real well, be good friends. And you will and you'll maintain your friendship throughout the time that you're in basic training and maybe even go on to advanced training together. If not, okay, you pick up another friend, and you can look forward to meeting many more. So, there's a lot of different ways to handle different objections. I like to relax them, just make them feel they're, hey, don't worry about it. Maybe it will be okay, if I join.

Interviewer: I didn't realize that you can play this all in your head.

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Subject: Oh man, that's, you see this is something, I practice doing this.

Interviewer: How?

Subject: I can do it with my wife. I can do it with myself, you know, all kinds of different objections that come up. Okay, what could applicants say that would really throw me, okay? I don't want to fire a rifle, okay. I am totally against firing a rifle. My religion tells me I can't do that. Okay. Now you're really not, now you're really serious about this. You're not jerking my chain are you? Okay, because you know being in the Army we have weapons and we do have to shoot weapons. No, I'm serious. I would join the Army tomorrow if I didn't have to shoot a weapon. Well, just so I can clarify this for myself, what you're telling me is if I can put you in the Army so that you don't have to shoot a rifle, okay, kill anybody, you would join? Did you know that you can enlist as a conscientious objector? So that you don't have to fire a weapon? I can? Can I really? I can show you in the regulations where you can partner. It takes a waiver from headquarters and it takes just about 90 to 180 days to get it back, but if it comes back approved, I can put you in the Army without having to shoot any rifles. Well, that would be okay then. You know, I make things up, you know, and see can I overcome it? What would I do to overcome it? How would I overcome it?

Interviewer: That's super. Is this something you've done all your life?

Subject: No, it's not something that I've done all my life. I started when I, when I saw, probably when I got on recruiting, the success in the station. And a lot of the success coming because of the fact that people knew how to handle other people, you know, answer their questions so that they're completely satisfied, okay. And that they will then agree to whatever it is that you're asking of them. That's when I think I started practicing that. Again, you know, it goes back to my first days at recruiting, it was somebody that, when I was, you know, we were talking about recruiters having mentors, he was mine I guess, you know. Silver tongue, golden throat, okay. The boy could talk. You know, yeah, Sergeant ES. You know, what would you like me to say. You know, hey, maybe I gotta' a guy that I just, you know, I'm at wits end, now he's coming in again today, okay, but I don't know what to tell him. I think he's genuinely interested but I can't

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think of what to tell him. I've tried answering all, -- and he will then sit down and have you go in detail, you know. He said, now I know that you don't have a lot of brain cells left, hey, but I've been recruiting for one or two months, your memory is shot, tell me what you can remember about talking to this guy. What objections did he have, what did he like and what didn't he like, you know. Okay, and go over it with him. Okay, and then when the kid walks in, okay, I would sit down and start talking to him, E\$ would come out, you know, he would reach over, put one of the phones on hold, okay. And he'd come out into the office, Sergeant B\$, phone call for you. Would you like to take it in my office, would be a little more quiet for you. Well, sure, okay. Sergeant E\$, I said, this is, this is Joe, you know. Actual life situation. Joe, this is Sergeant E\$. He'll be talking to you for a few minutes while I'm gone. Okay, the kid's a little nervous, well who's this new guy? He's big, too, he's six-three, six-four, weighs about 215 pounds and he would talk to him and talk to him and talk to him and pretty soon the kid is just laying it on the line for him. You know, and I thought, now I can learn to do that, okay. I can learn and I guess I used to pick somebody's mind, find out what is really stopping him from joining. But I have to learn how to do that and the only way that I can learn how to do that is by teaching myself how to do that. By finding different objections, okay, not being able, or not being satisfied with just taking one no. Okay, to keep on going, okay, until the kid says that's it, okay. That's the only reason, okay. And if you can show me how I can do that, fine, I'll join. But the way that statement comes out sounds like everybody that I talk to goes in. They don't. But, the people that I talk to that don't go in, I establish enough rapport and know enough about that person, and they know enough about me, okay, that I can use them, okay if I need to, alright. Hey, do you know so and so, I was just out there talking to them, are they going to join? No, they're not going to join but what they did was, they took the opportunity to sit down and see exactly what the Army has to offer, so.

Interviewer: If I understand, the point of the gig is to find that people you need and counsel them so that they see exactly what the option is, because they're good options, and, you know, let them decide. But if it's really good options, you know, they'll probably go for it and to let them know that. And if not, at least as you said, you can, they're willing to help you to get other people because,

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guess what, they live out there and they know more people than you know. And in the long term, a satisfied person that doesn't join will help you a lot more than a dissatisfied person that joins.

Subject: That's, that's, you know, I can give you people, people's names that I've had that work for me. When I was in 1\$, when I was in 9\$, leave them with a good taste in their mouth, okay. Basically what is comes down to. Leave them with a good thought in their mind, you know. Don't badger them, okay. Do it to a certain degree, but do it in a way that they feel like, you know, it's still up to me, it's my decision, okay. You've told me that, now you've convinced me that this is the right way to go, okay, or maybe you haven't, okay. But at least, you know, you respected my answer, okay, accepted it for what it was, okay, and you're not going to forget completely about me just because I'm not going to join the Army. I go to a school, now, and talk to a lot of kids, you know. Hey, boy, you know, you ready to join the Army yet? No. We talked two months ago. No I'm not. Well you know anybody else might be interested in some of the programs we have? Well, I was talking with John _____, he might be interested. He's interested in going into mechanics, but his folks can't afford that. Didn't you tell me you have a two-year program in mechanics? Yeah, we do. I think I ought to talk to him. You mind if I mention your name. No, no, no, go ahead and use it, me and John are tight. So I talked to John _____ and put John _____ in the Army. Okay? Again, it's just back to using, being able to use them.

Interviewer: I think, I think my criteria of a successful encounter with a prospect would be not whether they come into the Army or not, it would be that the station commander could take that person, sit them down and they could tell the station commander specifically the benefits the Army, will, could be giving them and specifically why in their case they chose not to. And he would say, that's a reasonable decision to make and what it means is they are now so educated, you essentially created a, a mini recruiter that knows it so well they could go to their friends and say, you know, you don't have the same situation I have. You don't have parents that could send you to college. That's why I didn't go into the Army. Maybe you should consider it. As they outline the benefits like you use to DEP people. You see it's educating people. I, it's, you know, the Army now is one of the best kept secrets in terms of all the benefits they provide.

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Subject: I, you know, when it comes to people like that, you know, a lot of people say, well you waste a lot of time talking to those other guys. Well yes and no. Yes I am wasting some of my time now, okay, in talking to all these people, okay, because right now they're not going to join. If something happens further down the road and they need something that I have, okay, who are they going to remember and what are they going to remember about what was told to them, okay. I want them to remember everything. And that's something that I've had happen to me, you know. Talk to a kid, you know. Thirteen months later, you know, that kid walks in the door. Hey, you wouldn't happen to remember me. I never thought I'd see you again. G\$ aren't you? Yeah, I am. Have a seat partner. Okay. Would you like a cup of coffee? Oh that's right you don't drink coffee. You want a beer, probably, but I ain't got any beer here, you know. What can I do for you, G\$? Well, you know, I, like I said at the time, you know, I wasn't interested because I did have a job. Well, the job didn't pan out to be everything I thought it was going to be, you know. Is there still an opportunity for me to go into the Army, to get the Army college fund? Yeah, there might be. Do you know anybody else who might be interested in going in with you? Not right now. Okay, well you think about it, maybe we can get you promoted later on. What? I'll talk to you about that after we've gotten you in, gotten you a job. You know, you leave them with a, you know, a little mystery there. Well, what's he talking about? Get me promoted? You know, what does that mean. And then when he, once he's enlisted, you know -- remember, G\$, I told you I would get you promoted? This is how we do it for you. Then lay it on the line to him. Well does that really mean to me. What that means to you is \$120 a month extra. It means that your Army college fund, the money that they'll deduct from your paycheck, okay, is taken care of so you still have that initial amount plus a little more left over to do with as you please. Now, is it worth your time and effort to get out there and tell the people about the program that you got? You bet. So, again, you leave him with a good taste, maybe you won't get them back, you know, but like you said yourself, yeah, somebody, they're going to tell somebody, they're going to run across somebody who needs something, you know, that they know that the Army has and can provide them with, it could make it maybe a little easier on them.

Interviewer: Selling smart, not selling hard.

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Subject: Yeah, I don't know. There's a lot of different ways that that gets phrased. You know, working smarter, not harder. Yeah it doesn't pay off for you right now, okay, but if you create a situation in the community where, okay, you're not just out here to drag them on to ours, put them in the Army and forget about them, that you're concerned about them as individuals.

Yeah, pretty much, yeah it is. It's kind of like, you know, the Army is hung up on closed loop systems anyway. You know, you have this to get that, this and that and then you're done, okay. The sales cycle goes like this, in a big circular motion. And really the sales cycle doesn't stop, you know, quoting to the book is what follows. Okay, but you know, that can be an interpretation, you know. Are you talking follow-up as far as when are you going to join the Army, or are you talking about follow-up as, you know, contact mom and dad after he's started. Okay, how's he doing out there? How's things going? Has he written me any hate mail yet? Okay, oh yeah, yeah, he thinks you're terrible. Well now wait a second now, didn't I tell him that this was going to be hard on him? Yeah, you did. He doesn't really think bad of you, you know, he's just experiencing, you know, what it's like to be out on his own. It's good to follow up with the parents as well as kids, because kids love to stop in after the basic training, you know, let them come in. Come on in, tell me exactly what it was like. Did I leave anything out. Is there something more that I could have told you? Okay, and the reason I'm asking is, okay, is it, is because it's been a long time since I was through basic training. Okay, things do change, okay. Now granted it's a little late for me to help you in the situation, you know, that maybe I left out for you, but for the next person, okay. And the kids say hey, he's concerned about what he's doing here. I think I am genuinely concerned about what I do out here. Because of the closed loop that happens. Whether you stay or not. If you don't fine, the next recruiter that comes in, okay, is walking into a wide open area. Okay, a kid walks in. You know, where's Sergeant B\$? Oh, he left, he's gone, okay. I'm so and so, I'm Sergeant _____, okay, I'm your new Army recruiter. Oh really? You know, it's going to take you a little time, okay, to fit in where anybody else left off, okay. But it's a whole lot easier for you, okay, if a recruiter closed his loop, okay, did his follow-ups, not just through shipping, but past shipping, and show concern all the way

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through. You know, somebody's in basic training or advanced training and they need help, okay, or they're coming back from basic training or advanced training and they need help financially. Hey, that's not my job, man. I'm a recruiter, okay. I don't care if you didn't get paid enough, you know. What did you do with the money you had when you came out of basic training? Get you're own ticket down there, okay. You're in the Army partner, okay. You're going to blow it in a community, you tell somebody that. Okay, because it's going to take about that long and they're going to go hey, you know, don't go see that guy, okay. If my son needed help, you know, he's in the Army. He went down there to talk to him. He told him to hit the bricks, you know. So anybody, no matter who they are or how nasty or obscene they may get, okay, you smile and say, yeah. I can help you, somehow. And at the end of the day you go home and you have a beer and you say, gad, I'm glad they're gone, you know. Some of those can be headaches if you didn't know them more before hand, you have to get to know them. How did that recruiter treat him? How did he react, you know, what did he say to them? You've only got one side of it, okay. If that recruiter is still in the local area, he should pay for it. You know, give him a call. What did you tell this kid? I don't care what you did tell him but tell me what you told him. Now, if you lied to him I want to know. Okay, well why go say anything to him. Okay, because I gotta' try and straighten this out especially if he's dissatisfied. Two calls today, you know, we're not getting our check. Why? I don't know. Okay, at enlistment they told you exactly what you needed to do to get it. Okay, what did your recruiter tell you? Well, he said all we had to do was sign up for it when we were in 2S and then we had it. Well, that's partially true, that's all you have to do there. When you get down to basic training, there are a bunch more forms you have fill out. You have to fill out the exact statement. You've gotta', you know, it's it's okay to sell a program if you know everything about it. If you don't know everything about it, okay, put out the effort to find out before you sell it. Otherwise they're going to come back and bite you.

Yeah, and again, well you know one month later -- oh, you're not the same recruiter as before. I said, no, but what can I help you with? Well, he said, I looked into the payment program and they aren't doing anything you know. Well, did the recruiter let them know that for the first year, the only thing that they'll do is defer for one year, then they'll make a lump sum payment on it?

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I don't think he'll know that. Well, you have him give me a call. I'll make sure he knows everything about it, what forms he needs to fill out, the whole nine yards. And you know you can smooth those over and when she got through, you know, when she got through, she said, thanks a lot she said. You've really set my mind at ease, she said. I thought he wasn't going to get it. I said, well, you know, we've still got a chance of getting it for him as long as it was guaranteed to him before he enlisted, we can get it for him. Okay, that's great then, she said. Now the trick is coming up and making sure that he does get it, otherwise, again, you're just another recruiter that lied to me.

Interviewer: How can you help, realistically.

Subject: Realistically, he's having problems down on his unit and them not knowing, you know, what the hell he's talking about basically. So it's, what it is, is his personnel section on his end of it, his operations section not knowing what the Army has available for him. You know just informing them, letting them know that, hey, the program does exist. He's not jerking your chain, you know the boy's not insane, don't send him to a psychiatrist yet. Okay. That program that he enlisted for does in fact exist, okay, he was qualified for it at the time of enlistment, he, you know, needs to be put in on this program. Okay, if you have any questions about, you know, the exact documents, okay, I recommend that you go out on a regulation 601210, your enlistment qualifications and procedures, okay, and you'll look it up in there, find out exactly what forms you need, okay, and make sure that this guy gets them, okay. I can make sure, I can make them aware of the program, I can't make sure that he gets it. What he's going to have to do now. But, it's something that, I got bit on it once, so I know now. Okay. When a program is first instituted. I guess, you know, learning from your mistakes, that's what you gotta' do. Nobody's perfect, okay. But, you know, that's something too, don't be afraid to admit to that applicant that you were wrong, okay. Why, what's going to happen. Is he going to throw you aside? You know, if he does, fine, you didn't have him anyway. Okay. But, you know, if I find something out now I told somebody that's wrong, okay, I'll call them up and tell them. Hey, partner, you remember I told you where you qualified for the Army college fund? I made a mistake, okay. You're not. Okay, if you go into that job, you're not qualified for the Army college fund. Oh, so

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basically what you're telling me is that you lied? Well, in a sense I guess I did. But you know what, I'm only human, okay. I do make mistakes, okay. Have you ever made a mistake? Well, yeah, once. You know, and that was probably that you thought you were mistaken and then you were wrong, right? Well, most kids will, well thanks, I appreciate your calling and clearing that up.

Interviewer: When recruiting, is it more important to make missions, or to do it in the sequence you're used to doing it in?

Subject: To myself, it's more important, okay, to stay in sequence, okay, because of the fact that this is how I work. Okay, if I continue to work this way, okay, I'm going to make mission. If I can keep myself, and that might be the key to the whole thing, if I can keep myself moving along at a pace that I'm comfortable with, or the pace that I'm used to working at, I know that mission's going to come. That's something that the command doesn't realize, because they do. They are worried about, you know, when are you going to do it. In time, okay. I'm like a fine wine. Who was the fat guy with the beard, I shall serve no wine before its time, I shall enlist no person before his time. You gotta, you gotta treat these guys with kid gloves. You just can't grab them and slam them up there, you know. It's not a, you know, you don't grab them, okay, take a can of stick-um, spray them down good, throw them up there and see if they stick. Okay, if they don't, you know, they bounce back to you, spray them down again, so you throw them up there, then you're wasting time. Okay, get everything done first, okay. Putz if you have to. Okay, and by putz, I sometimes, you know, I'm a putzer, okay. I'll work slow, okay. But when a guy goes up there it's all over with. I know he's going in, okay. Providing that he passes the physical, okay. If he passes the physical all right, I'll call the first sergeant and say you got a contract, now aren't you glad I called you and let you know that? Well is the guy in yet? What did he get? Well he's not in, he just got through with the physical. Oh, well then I don't want to talk with you. Hey, no problem. Now I'm going down to pick him up now, you know. And I ain't going to drive all the way down there to pick him up if he's not in. He can take a bus back home, okay, get him back late at night. But it is important to me to keep an even keel, you know, keep a solid work pattern going, okay, whatever it is. You know, you're going to have a day when, blap, you do nothing, okay. Tomorrow might be a

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day when I do that, okay. Well that's fine, okay, well I need those days too. Okay, do things, finish things around the office. Get application paper works done and sent out, make arrangements for kids to go to the hotel, make arrangements to get kids to testing, okay. Make new appointments. It's all things that I have to do, okay. So I don't ever have a completely down day, okay. Mission, you know, if you're still worrying about that one sole number again, okay, you lose yourself. You get caught up in that one number, okay. And you stop worrying about the applicants, how am I treating them, am I giving them everything that I could give them? Okay, or am I short changing them, okay, am I leaving a lot out? So I like to forget about the number, not completely, it's always there. Okay, it's probably more, more there? No that's not right, but you realize it more right at the end of the month. All the sudden, you know, you've got one week left and it's like somebody pops the target up in front of you, you know. Wham, there it is guy. Guess what, you know, you've got a week left to go, okay. Then, you shift from first gear into second, okay. Where you were moving slower and everybody was comfortable with you moving at that speed, okay, you start moving them at the same speed that you're moving at, okay, they still feel comfortable with it because you're doing it. Okay, hey partner, we need to get you up there as soon as possible. Would Friday or Monday be a better day for you? It's the last two days of the month, okay. Which day'd be a better day for you? You know. Well, I don't, I'm probably going to need more time than that. Partner, if we wait much longer we might not be able to get you exactly what you're looking for. Okay. Now, you told me that provided you were qualified, which you are the best that we can determine, okay, you would join the Army. Give me a day, which one's better? Okay. And they'll, you're right I did tell you that. Okay. Let's do it Friday. Then I can get it all done with and I can have my weekend off. Then I don't have to worry about going down to 2\$ on Monday. Works good for me, works for me partner, let's get together, get your paper work done. Okay, zap, paper work's done, okay. The people that you're, you know, you still have to conduct interviews, you need them. Okay, but the people that you're talking to, you're talking to now instead of in first gear, you're talking to them in second gear. And what happens with those people is still being careful and remembering that, you know, this number is there, but these guys are more important first, okay. Take care of them, but if you can take care of

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them, and they fall into this second gear pattern, okay. Great. Okay, Thursday hits, okay. Now the number is really big. Okay, you've got one guy scheduled for Friday, you've got one guy in, you still need one. Okay, where am I going to get him? Okay. Now anybody that you talk to, partner, you know we've only got a couple days and we may be able to get you that job and that program. We're going to have to do it right now. Can you make a decision now? Are you the type of person that can make a decision and stand by it? Okay. You start changing again. You're recruiting sales cycle, and these people, if you don't get them now are not going to go, okay. But you gotta be very careful, okay, to back off them, okay. Because I'll do that. I will jam them, you know. We've gotta go now, okay. No, there's no way I can make a decision that fast. Are you sure, is there something that I left out? To try to handle any objections, cover everything, okay. Hit them again with a close. You gotta go now. I just can't, you know, I need at least a week to think about this. Okay, partner, let me ask you this, if I give you that one week to think about it, next week this time, will you join the Army? Yeah, I probably will. That's good enough for me. Now next Monday, I'm going to be giving you a call. Because I'm going to want to get together with you and get your application paper work drawn up. Okay, so that by next week this time we can have you up in 2\$ getting you a job. Now what you've done then is you have created an overflow for yourself. Okay. In that second gear mode, okay. Or third gear mode. But the majority of the time, okay, you are going to be logged out before that last week comes into play, so you don't have that big number there anymore. The only number that you then have, okay, if you work on a constant basis and continually keep working that, mission's going to be made before you get to the end of the month. Okay.

Interviewer: Where is that number in like the first or second week. Do you just not see it or -- behind you?

Subject: It's behind you, you know. It's back there with last month. You know last month is over with, you know, I did great last month. You know, what we got for this month? Put in a couple more folks, I guess, that's my job. Put people in the Army. Okay, or help them get in the Army. Okay, and you keep moving along on that even keel calling people, okay, you call them, set up the appointment. Make the appointment, set up the testing, get the testing done, set an appointment for the paper work. Get the paper work done, set up a date for

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the physical, get the physical done. Get him in, okay.

Interviewer: In order to get someone in, if you just wanted to go for volume and get people in, would you jump something or would you just speed them through the whole thing real fast?

Subject: You speed them through it, but, and that's when, myself, you've lost it in the beginning of the month, okay. Right now they're working on a concept that, you know, mission, is going to be made by the end of the third week if you use this constant work plan schedule. Myself, I feel like, yeah, that's a complete feasible plan if you start working on that month two months, or two weeks. Okay the next month, if you start working on that two weeks prior to that month getting there, lose mission that month, okay. Myself, lose mission this month, but start in tomorrow, work on mission for next month. Okay, don't worry about who's going to go in this month. Anybody that goes in this month is pure gravy right now. Okay, but I'm looking for somebody that wants to join in the first weeks of October, okay. And that's going to put me on keel, that's going to keep me on a straight line glide, I'm going to be able, if I can do that, if I can find somebody right now, okay. that tells me I want to go into the Army, okay. Well now, I'm going to, you know, hey, you're on partner. You want to join now, or you want to join next week? I want to join now. Fine, well, we'll put you in now. Okay. Keep right on going. Because, in order for me to make mission next month I know that I have to still make telephone calls, still conduct interviews, still test people for physical people, okay, to get them to enlist. Okay. That's an everyday occurrence, okay. If you work off of it try not to jam yourself, okay. And a lot of times I see it happening. You know, you come down to the last week, damn. I still need three people in. What am I going to do? The sense of urgency is right there. It's like somebody came up behind you with an electric prod, okay, and hit you right in the middle of the back. What? Okay, you're heart's going a thousand miles an hour. Okay, there is no caffeine in the world will give you as big a buzz, like that sense of urgency does in the last week, okay. I need three people. You don't need anybody from that chain of command calling and telling you, partner, you ain't put nobody in. Hell, I know that! Who do you think's got the mission? I know I ain't put nobody in. Okay. You know, and there you're getting back to a stress factor, somebody calling you up and, you

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know you haven't put anybody in the Army. You only got one week. You know you still need three? Yeah, I know that. Okay. What are you going to do? I'm going to shift gears. What? I'm going to shift gears. I'm going to go from talking to people, letting them be relaxed, okay, to pushing a little bit but not losing them, okay. You gotta know when to back off to save them. Okay, don't let them walk away because you were in a hurry. Okay, especially if they're really interested, okay. Back off of them. Because you can slide them in next month. You push them, you're going to lose them. I've seen that more times than not.

Interviewer: What if you could push them even though they might not get quite the job they may want or something because you're just rushing them through. They haven't had time to think it through but you sort of convinced them that, you know, you can do this job, and they sort of agree and they're wishy-washy enough.

Subject: You're looking at a couple of things happening. You know, number one you could fall back on, on, you know, what we talked about earlier. You know, it eventually coming back and biting you. Or number two a possible DEP loss. You know, well I didn't really want to do that job anyway. Now you knew that, you know, from talking to me before. You knew that what I wanted to do was this. Okay. So, yeah, it can jump back on you. You gotta be careful with that. If, though, you talk to a kid, you know, and you, you know, and I will. You know, if there anything else you're interested in doing? Well, this. Well if we can do that instead, okay, would you join right now? Okay. Yeah. Are you going to be happy with doing that? Yeah. Fine. Now I got something to use against you, okay. Because you told me you would be happy doing that. Okay, it wasn't like I threw you in, okay, I made you join, okay, and you didn't get what you were interested in. You know, but you felt pressured into it because of me. If you can take the pressure off of them, okay, and take the pressure off yourself, then, the likelihood of a DEP loss isn't there, and the bounce back, okay, or the follow-up, okay isn't going to happen there. Because if it does, hey partner, you know, you told me that's what you wanted to do. You told me if we could do that for you, you know, that you'd be happy doing that. Now you're back here telling all these folks, that I lied to you. What the hell is this, you know. What's going on. You gotta cover yourself on that.

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Interviewer: Are you looking at this as like a five-week cycle then? From start to finish?

Subject: I like to think of it that way. Because, you know, average recruiter, if he looks at a month and he sees four weeks, okay, he goes, hey, I don't know, I only have four weeks. I think most people, you know, find that happening, but they don't realize that it's happening. You know, they'll work throughout a month, okay, make mission, okay, maybe they just made mission last week, okay. But, then they're out making new appointments, conducting new appointments, testing new people for the following month. Okay, and everybody they talked to the previous month, okay, that didn't go in that month, you know, you've got a carry-over, okay. And they find out that, wow, all these folks that I'm talking to this month, you know, none of them have joined. The only folks who have joined this month were the ones I talked to last month. How come? Because it takes time for a guy to get them through the processing cycle. There's only a couple folks I've ever met, you know, let's do it now.

Interviewer: You talked about the processing cycle that, we put a person through to join the Army, any thoughts the processing cycle that they go through? Okay, from their perspective. I mean, because it sounds like they're making some kind of adjustment to going into the military.

Subject: Yeah, you know it's a big step for most kids. You know, it's something that, that's probably the scary part to them, you know, because it is now, we're not civilian anymore, you know, we're going into the Army, for god sakes. What am I going to do, you know. Do I really want to do this? Okay. First off, you know, yeah okay, I got this guy on the telephone, I agreed to an appointment, you know. Told mom and dad about it, they think it's a good idea for me to go down there. I'll go down and talk to him, but that's all I'm going to do, I'm going to talk to him, see what he has to say. Very few say to themselves that, this is what I'm going to do, I'm going to join the Army when I go down there. Because, most of them, you know, show me, okay and then, the Missouri slogan, show me, okay, what I can get out of this. What can the Army do for me? I don't know. Okay, I've seen a lot of television shows, I've heard from my uncles, I've heard from my dad who was in, you know, what, how has it changed. What can the Army do? Then they get down here, you know, and from an applicant's standpoint, that can be one of the most frightening experiences in the world, okay. And I

think that's where, it, you keep it low key. You know, keep them relaxed as possible, okay. Make him a part of the conversation and let him talk, okay. Whatever he wants to talk about. Okay, if he wants to talk about the fish that he caught last weekend, you know, if he wants to talk about a math test in school that he took, if he wants to talk about the college that he's planning on going to. Talk about it. Okay, tell me about it partner, okay. I want to know. I've never been there, I haven't done it. Fill me in on it. Okay? Make him a part of your conversation. He gets a little more relaxed and say, hey, look at this guy. Is he really in the Army? You know? I've been sitting here for 30 minutes and he hasn't said anything about the Army. You know, but, and that I think, is what really starts them thinking. God, maybe these guys aren't little soldiers marching around all the time. Maybe these guys have a mind to think for themselves. Okay. You know they are individuals. I think, for an applicant, I can see him, you know, maybe doing this. After that, you know, then they're hit up with, well partner, do you want to join? That's what they've been waiting on. They've been prepared since they got the phone call to tell you no, but now that they've seen it, if you've done your job, okay, and you've done a good job, okay, they have a hard time telling you no. Okay. Without making up an excuse. If they do tell you no, then if they have the ability to make a decision, if it doesn't take mom and dad or a girlfriend or whoever else might be influencing him, they may make a decision right down there, you know, as to what they're going to do. The majority won't, okay, because you're, you're, you know, god, this guy is asking me to do a whole hell of a lot here, you know. He's talking about me joining the Army, going down to basic training, you know, I've seen the movies on that stuff. I saw it on television. You know, I know what that's all about and I know how these guys can lie to you. You know, and get away with it. You know, I'm going to have to be careful here, I'm going to have to tell him that I need a little time, you know, think this thing out, you know. Fine. You know, take some time. But in the mean time we might as well give you a test, make sure that you're qualified for the programs that you're interested in. Because you may not be qualified. Well, it's just a thought. You have questions? Let me answer them for you. Explain the test to him. Yeah I can take that test, see what it's like. Okay, they take the test, okay. The first thing that I do when I get the test results, okay, after I've figured out the qualifications and scoring, is congratulate him.

Congratulations. You did a great job. You have a 32 QT. Okay? You're one of the smartest guys I've tested in the last five years. That's great guy. Okay? Whatever it is, make him feel good about what he's done. But then, resell him on what he was most interested in at that time. If it was training, fine, if it was college fund, fine, if he's not qualified for the college fund, tell him about the basic GI bill, okay. Don't lie to him, don't tell him that he can get the college fund if he's got a 32 QT. He can't do it! Partner you're not qualified for the Army college fund, but, okay, you are qualified for the Army's new GI bill. Okay, where we can give you \$10,800, okay. You know, the kid's saying \$10,800, that's a little more impressive to him then, you know we can give you ten grand, you know, ten grand. Tell him \$10,800. All right. You know, we're talking dinero here buddy. He's going okay. So you can do that. Okay. Or you say you can do that. Well I'll have to think about this again for a little while. That's fine. Okay. I don't expect you to jump right on the band wagon. Okay, some people do, some don't. I can see that, you know, you're an individual, you do need to take a little bit of time to make sure that this is right for you, okay. But provided that we can get you everything that you are interested in, can you think of a reason why you wouldn't join the Army? Well, no, not really. Well then while you're taking some time to think about this, my recommendation is, let's go ahead and get your application paper work drawn up for you. Let's take the next step. Let's set up a time for you to take your physical. Go down there and talk to a counselor. Okay, we can do that. Okay. Now, he's going, yeah okay. Now the only thing that we gotta do, is set up a time for your physical. Okay, this is what I put applicants through. So the kid is in, you know, well, okay, yeah, I can set up a time to take the physical, that's all I gotta do. Okay. Fine. Partner, we got your application paper work done, okay. When would be a good day for you to go down and take your physical. Would Thursday or Friday this week be a better day for you? Oh shoot, it don't matter. Thursday be okay. Well, partner, there's one question, you know, now that you have had some time, because it's been a few days now since you tested, and it's been even longer since we first talked. Okay, and you've evidently put a lot of thought into this, okay. When you're down there and you pass your physical, and you sit down and talk to the career counselor, if he's got the job and the program that you're interested in, are you going to take it? Because if you're not going to

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take it, I'm not going to send you down there. Because, then I'm wasting a lot of money. The Army puts out a lot of money for the hotel room, the meals, the transportation down, okay. Are you going to do that? Yeah, if they can do that for me, I'll do it. Okay. But I'm not under any obligation if they can't do it for me am I? No. If they can't get what you're interested in, or can't get you any job the Army has available for you, that you would be interested in doing, we'll bring you right back here and I won't put you in the Army. Okay. And, that's when you start reeling them in, you know. Now. Okay, before they go down there, okay. Resell everything that the Army's got. Okay. The things that were most important to you, okay, were getting training, picking up additional \$10,000 so that you can continue your education, using the Army as a travel source, being able to get out of (town) for a little while, okay, get out on your own, earn some good money, okay, and get that job experience that you're interested in. Now, if we can find you a job in the mechanics field, okay, wow, we brought him in already, okay, mechanics field, not as an automotive mechanic any more, if we can get you job in the mechanic's field, will you join? I can get him a job in the mechanic's field, okay, and he's already told me he'll join. And it helps preclude any second thoughts when I get down there, okay. And then the kid feels that when he gets down there, hey the decision's still mine, okay. I'm in the driver seat still. I'm in charge here. Can you get me what I want? Yeah we can. Okay. That's where you come back, okay. What are you going to do for me? You're going to sign the paper work okay, because I did what I, I upheld my part of the bargain. Okay. I got you down here, I got your application paper work done, I got you tested, okay, I got you a job in the mechanic's area, and it's going to give you job security, the opportunity to travel, okay, and training and \$10,800 for your education. I did that. Now, it's time for you to uphold your part of the bargain, okay. You said if I could do that, you'd join. Okay. That kid don't join, he's going feel guilty and you'll hear from him, okay, in a couple of days, okay.

Uh, and then, you know, from there, like I said, if the kid has, he's committed himself. It's done, it's over with. You know, he knows, hey, I'm in the Army, you know. I got not no ifs, ands or doubts, but we've got to go into the Army now because he's upheld everything that he said. Hey, I can handle that because I know what I'm getting

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now. Okay, this is going to help me get what I want out of life, okay. Sergeant B\$, thanks for all your time. Okay. Those, that one phrase, okay, means more to me, okay, than all this garbage on the wall, okay. When somebody comes back and tells me, thanks for your help. I really appreciate this and that.

Interviewer: You really get a kick out of someone saying you helped them?

Subject: You bet. You bet. Because then I feel like I've done my job. So anyway, that's my concept of a kid walking himself through, what he's thinking, you know, maybe feeling throughout that.

Interviewer: A day at USAREC, a day at the ARC. Like a day at the races. Gonna' give your little talk, gonna' fly you out to Fort Benjamin Harrison, gonna' be in your nice uniform, walk up to that podium, and there will be a sea of new potential recruits, recruiters. Never been out there. Naive, scared, lonely -- anyway.

Subject: You have just entered the realm of the unknown.

Interviewer: What will you tell them? What do you tell them that will make them to be excellent recruiters? And assume that everything you tell them will instantly be installed in them. So be careful.

Subject: To accept the challenge, okay, accept the change, know that it is a, you know, a complete change from the lifestyle, from the job that they were doing and you know, look forward to doing it, because there's, you know, there's ways that, you can use this later, okay, if you stayed out here enough. Don't look at it as a punishment, you know. You, as individuals, has taken the opportunity to excel at the job that you're doing now. Okay, the new challenge is, you know, can you do as well in this new job as you have done in the job that you were in before. That's, I, I want to say have fun, but, very few people would.

Interviewer: Let's assume that this is a unique group, that all these people would like to be recruiters.

Subject: Everybody that's here wants to be here right, guys?

Interviewer: Yeah, but they don't know how to do the job. What do they need to know, what kind of attitudes, beliefs, strategies, behaviors do they need to have in order to be successful. What are the values and

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attitudes and beliefs that are necessary for a recruiter to have in order to become excellent?

Subject: Probably, you know, believe in yourself. You know, believe that, you know, you are out here to help people. You are going to take a lot of, a lot of flack, you're going to take a lot of no's, but, you know, hey, let them bounce off of you and keep right on truckin'. Don't, you know, don't let that bother you. Keep right on going. Believe that the job can be accomplished. I don't know.

Interviewer: Yes you do. Okay, well, what do they need to, in order to get the job accomplished, what's a useful attitude or belief or value, strategy. These guys want to know from you. They want to be as excellent as you are.

Subject: Maintain, basically you know when I say, I guess when I talk about, you know, believe in yourself and believing in what your self, in the Army, you know, maintain a positive attitude about what you're doing. Enjoy what you're doing, have fun at it.

Interviewer: How do you have fun?

Subject: Talk to as many people as you can, okay. Don't be afraid to get out and talk to people, okay. A lot of people are afraid to go out and talk to people and say something about the Army because they're afraid that, you know, this might be wrong, or they might know something different than I do, okay. Most people that you talk to, you know, they don't know what the Army's about. They've heard from other people, okay. You're in the Army, okay, use what you've gained, okay. And just tell them what you know. What you know, however little it may be, is more than they know.

Interviewer: If you're not afraid, what are you? So what is it that they have to be thinking that allows them to approach people?

Subject: I don't know really. If you think of everybody that you, that you approach, as, as a possible, okay, somebody who may join the Army, you're not afraid to, to come up to them and talk to them, okay, about the Army. A lot of people you come up and talk to, people, hey how are you doing, you know, how was your day, you enjoying the weather? You know, but to come up and start talking about joining the Army, you know, that's, then you feel like you're invading, you know, a little space.

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Interviewer: Aren't you?

Subject: Well maybe in a sense, but, that's the challenge. That's what you're out here to do. Okay. You know, be yourself, however that is and, you know, whatever works for you, you know, here you're going to be taught the basics, what could make you successful. Take what applies to you and use, okay, what you can adapt to yourself, you know. Put it aside, okay. Don't throw it away completely. Maybe at another time you can use it later on. But refine whatever is taught to you here, in your sales training. Take and refine that, you know, to fit you, make your own style. If it means not using anything that they have here, that's fine. Okay, but you gain something because you realize now what won't work for you. Okay, but don't be afraid to try something new. Be inventive, make things up as you go along. Try different things out.

Interviewer: What's important about being inventive?

Subject: There's always something, okay, that could work. Okay, take a chance on it. If it doesn't work, fine, don't use it again. Or wait until you think you've found a situation where you think that might work, okay, and throw it in then. If you're inventive, you leave, you leave yourself open for that many more avenues to approach somebody, that many more avenues to get a close, that many more avenues to, to gain enlistments. That's, I, I couldn't, that would be myself, that's probably what I would tell them, you know. Stress the inventive portion of it, you know, make things up, use what you have here but, don't be afraid to try something new.

Interviewer: What's more important, is it being inventive, or being into helping people?

Subject: Being inventive, I think because in being inventive, eventually you'll be able to find out things where you can be a help to people. That's basically, your, your final outcome if, if you have a view on recruiting that, that your final outcome, whether the people go into the Army or not, okay, you've helped them in some way. You've informed them what you've had available for them. And in being inventive, you know, you've approached them in different ways, okay. There's a million ways to approach somebody, whether it's in a, in a sales interview or just in prospecting area, you know, your area canvassing or telephone prospecting. There's as many ways to do that as there is to

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breathe, I guess, or look at different sights. It's just different, you know, make things up. Try them all.

Interviewer: Okay, so being inventive is more important than helping people in terms of a hierarchy, of what's really important to be an excellent recruiter. If a recruiter was inventive, would he be successful? Or is it something else?

Subject: Being inventive alone, no. Yeah it could possible make him successful, but most likely no. Being inventive is could be just the different way that you use to approach somebody, but to be successful you still have to lose the fear of rejection, okay. People telling you no, I don't want to do this.

Interviewer: Lose the fear, what do you call that when you lose the fear?

Subject: I don't, I don't think there's, that's all that I could, that's the best term I could put it into, is, is lose the fear of, you know, of rejection. A person who is constantly worried about, you know, well what if he tells me no, then what am I going to do? Okay. You know, don't worry about that. Find out, you know, overcome any objections that he has, okay, keep right on going.

Interviewer: What do you call, it's got to be a positive, I mean it's, it's, because when you tell me to lose the fear, I, I don't know, what to replace it, I just know that this thing is gone.

Subject: Self confidence, I guess, maybe.

Interviewer: Really, self confidence?

Subject: That's not really what I want to say. I don't know. I don't know what to put in, in place of it.

Interviewer: What do you call it in yourself? When you get that feeling of, sure, I'll go up to this person, you know, I don't care if I get, like yesterday, that kid who said, hey, guy, you're wasting my time. When he first walked in.

Subject: I don't know, see, there was a challenge there to me.

Interviewer: What do you call it, what do you call that feeling in you?

All it was to me was just that, was, it was a challenge feeling. You know, he's telling me no

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before I start okay, without hearing anything that I have to say. Okay. Maybe he just needs more information, okay. Maybe not, you know. It, that could have went both ways yesterday, it could have ended up, you know, in a heated argument. We could have just sat there screaming at one another. It didn't, but it was a challenge to me that, okay, well let's see if we can just, if we can turn that around. Okay. It would have been easier to just say okay, fine, I guess if I'm wasting your time I'll just leave then. And that probably would have fell back down into just accepting rejection, okay, right away.

Interviewer: What did you accept?

Subject: Accepting the challenge, you know the challenge that he threw out, okay, or that, you know, that I picked up on, was, no I'm not interested. I am not going to join at this time. Hey, that's fine. Let's see if we can find a time when you might like to join the Army, if you don't want to join right now. But, I don't know what would replace the fear, okay, the loss --

Interviewer: Accepting challenges. Does the fear have to go?

Subject: No, I guess, in a way it's always there. Okay, the fear is always there. Nobody likes to be told no. But I think in recruiting that it's something that you can learn to accept. Okay, you can learn to accept no and then turn it around, okay and try to overcome that no. Now, usually when you're growing up, if somebody tells you no, you take that, you know, whew, this is it, that's final, there's no questions asked about it. The decision's been made. Out here you challenge all no's, don't accept it as a final answer. There's got to be more to this. Why are you saying no? But when you're growing up you're not taught to ask why, no is the answer, that's it. Very few people ever said, no, now the reason I said no is because, -- people don't say that out here and you ask somebody, would you like to join the Army? No. Well why not? People don't say, no I don't want to join the Army because of the fact that I already have a job that's paying two and a half million dollars a year, okay, or something. You know, most people won't expound on it, okay. So if you just take the first no, okay, you never found out why he didn't want to join. He may want to join eventually, okay, but not right at this time he doesn't.

Interviewer: Okay, so we have being inventive, and we have

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accepting challenges. Two things that are leading to being an excellent recruiter. Which is more important. Accepting challenges or being inventive? And if you had a choice of having this whole group, you know, being able to accept whatever challenge they wanted, or being inventive, which would you have them do?

Subject: I would have them accepting the challenges.

Interviewer: Okay. If they could accept challenges, but they aren't inventive, is there anything else they could have, with accepting challenges that would make them excellent?

Subject: You know they've been given, earlier, I said to take training that's put out to you here, and to use it however you see fit, if it applies to you, if you can make it work for you.

Interviewer: What do you call that process?

Subject: Well, adaptation of the --

Interviewer: Is that like being inventive?

Subject: Yeah.

Interviewer: Okay.

Subject: Adapting, adapting what you were taught there.

Interviewer: So that's part of being inventive. But what else? So if I'm a recruiter and I accept challenges, I'll be successful? That's all I need. Go up to anyone on the street and say, hey buddy, you know, how to join up.

Subject: Well, you're going to take a lot of no's, okay, but eventually you know, you come across one who says okay. No, yeah, you could probably do more than that, okay. Personality's involved I guess. Whether it's, you know, the prospecting, work up a large volume and have a lot of people drop out, that again in itself would be a challenge. You know, are you going, you know, can I talk to this many people? How many people can I actively work?

Interviewer: How does a recruiter decide, how does an excellent recruiter decide what he shouldn't put somebody into the Army?

Subject: When he shouldn't?

Interviewer: Sure. Remember you will enlist no man before his

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time?

Subject: Yeah.

Interviewer: There must be something that allows a recruiter, an excellent recruiter to know when not to do it as well as when to do it, because it seems to me if you just accept challenges you're going to end up just pushing everybody in, just to meet the challenge of getting people in.

Subject: To, you know, if you accepted the challenge, if you set up a guideline for yourself, you know, this is what I have to do, I am going to get it done by this time, okay. Okay, in a sense you challenge yourself to be able to accomplish it at that timeframe, okay, in doing so, the next challenge is, okay, can I do that again next month? Can I set this up, and if so, in order for me to do that, okay, I have to start holding, or working people for next month now. Program yourself out so that you know that, yeah, this is when ideally I want to be able to accomplish my mission. Okay, now if that does not happen, okay, I also have this buffer time that will work to get it accomplished. Okay, but if it is done by that time, fine, okay, let's hold it, okay. Don't lose him in holding him, because that can happen too. Where you try to hold somebody, and in that time period that they're on hold, they're on the back burner just kind of simmering back there, all the sudden they're gone, okay. Don't hold them so long that you're going to lose them, I guess is what I'm saying.

Interviewer: What do you call that?

Subject: Just a viable work plan. Okay, setting something up, okay, on a month to month basis.

Interviewer: And how do you generate a work plan, what do you need to have in your mind to, that allows you to do that?

Subject: An attainable goal that you want to accomplish, that, that you have set for yourself. You know, I have a mission of two this month. Fine, okay, I want to put in four people by the third week of the month, okay. And in order for me to do that, I know that I'm going to have to talk to at least as many people. Okay, now, if I get four people to join before I've talked to that amount of people, hey, fine. Okay, I'll take a break.

Interviewer: What kind of goal, like just a goal of trying to get some people into the Army, just a goal of I

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want the very best people into the Army, or a goal like, I want, you know, one four foot midget, you know, with three eyes, what level of goal -- that's what this is. See what I'm saying?

Subject: Yeah, you can, I see what you're saying. You know, do I want to enlist one blond-haired, blue-eyed male, okay, who's five ten, has a 68 QT, precisely, and we're going to put him into aviation. No I don't think that that is really realistic in trying to do that. If you set a goal to enlist as many quality people as you can -- attainable goals, I guess, you know. Set something that's realistic, okay.

Interviewer: Example.

Subject: With a mission of two, you know, set up a goal to achieve over that, okay. Expect yourself to achieve more than what you need to, okay.

Interviewer: What's a realistic goal? Give me a concrete example.

Subject: Given a mission of two, a realistic goal, four.

Interviewer: Of anybody, I mean, that's what I mean, how do you, is that what you're saying?

Subject: Of myself, yeah, this is four people of myself.

Interviewer: Okay, that's with quota requirements, or?

Subject: No because with, with the over achievement, the majority of the time you're going to make the quota achievement what they were looking for in there. You're talking with that many people that you're putting in this many extra. With volume, the quality, the quota that people have been looking for, okay, but again, you know, when I say a realistic attainable goal, something that you have to keep in mind is that's what you've set for yourself. That's what you ultimately would like to achieve. If you don't achieve that, okay, don't let it break your, break your spirit, don't let it, you know, bring you way down. Okay, I didn't make my quota this month, okay. Maybe that wasn't a realistic goal for myself. Okay, if I got a two next month, I'll try to write three okay. If I've got a three next month, I'm gonna try to write four then. Okay, I'm still going to attain that goal, but if I don't achieve that, I'm going to be satisfied with what I do, if I did everything that I could, okay, to make that happen and didn't happen.

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Interviewer: What allows you to do that? You satisfied just because you, did the process when you've obviously failed your quota.

Subject: I don't know, I guess, maybe it's, you know, understanding everything, you know, that you do, okay. Everything that you do is important, that if you have used everything that's available to you and you've done the best that you could do based on, you know, going back and reviewing everything that you did that month, if you look back and say hey, there isn't anything else, okay, that I could have done, okay, to do anything different, I'm satisfied with everything that I've done. Whether it was to achieve the goal that I set for myself, okay, of over achieving, or whether it was to achieve the goal of the mission that was assigned to me, or even if I didn't achieve either of those, I didn't achieve my goal and I didn't achieve the mission they set for me, as long as I know that I've done everything that I could do.

Interviewer: What did you achieve then? You must have achieved something. I know you too well. What do you call that you achieve when you don't make quota, but you feel satisfied?

Subject: It's not peace of mind.

Interviewer: I mean, I'm the, I'm the first sergeant and I'm calling you and saying, hey, guy, you did not make quota. You say, I'm satisfied. Why do you get that feeling when he says that?

Subject: First off, you know, if the first sergeant calls you down, okay, or calls down and says, hey, you know, you didn't make mission, okay. The things you gotta realize is, you know, and the thing that I do, you know, what I throw back is, hey F\$, you know. You could have been Dick Tracy or any private eye in the world. You know, we can't get anything by you partner. You know, who do you think your fooling, pal. I know that better than anybody else does, that I didn't achieve my mission and that I didn't do what I was supposed to do, okay. But F\$, I did everything. Okay, I didn't roll over and play dead. I didn't stop recruiting, okay. I worked as hard as I could, nothing worked out, okay. Hey, I'm sorry for that but it's done and overwith, okay. What are you going to do to me, you going to shoot me? Okay, you're going to fire me? F\$, fire me. Okay, I'll get a job some place else. I'm in the Army. Okay, they're going to find something for me to do, okay. First

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sergeants, you know, anybody puts, you know, who calls down and, and tells you something like that, you know, they're stupid. Okay, a station commander that goes to his recruiter and says, hey, you didn't make mission. Well no shit. Damn, I didn't know that, you know. Because all throughout the month he's had, okay, that goal whether it was just to make the mission that was assigned to him or to over achieve. He's had that goal hanging in front of him. He knows it's there, okay. But if he can be satisfied with knowing that hey, I did everything that I could.

Interviewer: How do you know when you've done enough to be satisfied? What is it that lets you be satisfied?

Subject: If, at the end of the month, I review and go back, and I can look through and, and see that, you know, that, god, if I'd have done this, you know, this guy might have gone in, or if I could have done this, this and this, okay, I might have been able to get this guy and this guy in. If I'd have done more of this, or if I'd have done less of this, okay.

Interviewer: That's part of being inventive or that's something else? For you.

Subject: No, it's part of being inventive. Because even though I, you know, I'm satisfied and I didn't make mission, but I'm still satisfied because I did do a lot, okay, you know, you put that behind you and you look forward to the next month because you already have something that, you know, you've got a new goal to accomplish. You look forward and you say okay. Great last month's overwith. Thank god, I'm glad it is. This is a new month, hey let's get started on it and see what we can do here. Now, this is what I did last month, okay, if I do the same thing this month that I did last month, okay, can I still, can I make mission this month then? Okay, if not, is there anything else, you know, that I can add to that? Even though I might have been satisfied with the amount of work that I put in, you know, people that I've processed or talked to, I can be satisfied with just doing that.

Interviewer: How do you know the difference from being on the right track and like just going off in the wrong direction?

Subject: How do I know? Whew. If you get off on the wrong track, you can find yourself doing meaningless

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things, just things that are not going to help you accomplish your mission. You know, going out, getting in your car, going for a drive someplace, okay. Going out to a park, okay. During the school week, okay, first thing in the morning, okay, when nobody's in the park it's going to be absolutely nobody to be there other than, you know, it's relaxing for you maybe, but you're doing things that aren't helping you achieve anything. When you know that you're back on the right track you can look at what you've done for the last month, what you've done for the last week, or what you've done the day before and you can say, hey, okay, that's what I need to be doing. Okay, I need to be doing, conducting more appointments. I need to be making more appointments.

Interviewer: How do you know that's what you need to be doing as opposed to going to the park?

Subject: I keep falling back to a volume, you know, the more people that you talk to, okay, the more likely you are to receive a yes.

Interviewer: So one sign of being on the right track is you hit more volume of people?

Subject: Yeah, you're working.

Interviewer: How else do you know you're on the right track? If you get all those Cat 4's in --

Subject: It's amazing that you may not ever talk to a Cat 4, or you may talk to nothing but Cat 4's. But in all the talking that you do to Cat 4's, the only enlistment that you may get is a 3A. You know, I, I don't understand it but, it works that way sometimes.

Interviewer: Okay, you haven't made quota and yet you feel satisfied. So, I, I assume that when you say that you mean you feel you're on the right track. I mean, it's just a question of time. Now, how do you know you're on the right track? One thing you've told me possibly is, well, your hitting volume of people, so you figure, you know, at least, you know, the contacts are there. How else do you know you're on the right track? Or is that it, is that all you need to know for you, as long as you're hitting people, you feel you must be doing it right?

Subject: I can't really say the right types of people I guess.

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Interviewer: Why not?

Subject: There's, well, see you can, you can have a large of volume of people that's absolutely worthless to you. Call a lot of people who, yeah, will talk to you, but, for now it's not going to do you any good. Okay, later on it will. The right types of people I guess, if they're already the right types, or people that maybe you can, easier, okay, influence into doing what you want them to do, okay. Setting them up to go through the processing cycle. People that are, a volume of people that do absolutely no good to you at that time, okay, are people who, you know, they have no sense of urgency. You know, well why would I need to do that right now?

Interviewer: Well like it doesn't make sense to hang out with sophomores, right?

Subject: Right. Yeah. But does it hurt to hang out with sophomores? Okay. No it doesn't, it doesn't hurt, okay. Because in the long run it will pay off for you, but don't spend all your time hanging out with sophomores and juniors.

Interviewer: Then how do you know which are the right type of people?

Subject: Put yourself into the job market that are the category that, that you can work now. People that can move now, high school graduates, college people, high school seniors, okay. Somebody that has the ability to make a decision, you know, somebody who has to make a decision before too terribly long because it, they've got to somehow plan out their future and what they're going to be doing with it, okay.

Interviewer: So type of people are people that make the decision to go and are eligible to go? You can tell that even if, you can tell that by having brief contact with them or something?

Subject: Sure, whether it's just a telephone call, or if it was an interview.

Interviewer: So being on the right track we have is hitting volume of people, and the, what we'd call the right type of people. Is there anything else that let's you know that you're on the right track?

Subject: Whether you've made it or not, correct? Is that what we're talking about, you know, if you're on the right track as far as making mission and not

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making mission, you know, our people, our people processing for you?

Interviewer: Given this month, like, where you roll a donut, and you still you're on the right track. How do you know that?

Subject: Well you can, you can look back and, and say okay, did I, did I process anybody further than just conducting an interview, okay? You know, that's, again as a recruiter, can be overlooked on your part, and it's something where a station commander has to step in and say, hey, you are, you've got a large volume of people and people that, you know, should possibly be enlisting here. But we haven't tested anybody, we don't have anybody tested, you know, in order for us to take these people through this, this phase and end up getting an enlistment, we have to do this, the rest of this. Hey, what's happening, okay. If you look back on that and you can see yourself, yes I have been testing people, okay. Fine. What about physicalling people, okay, have you set up people with physicals? If you have set up people with physicals but they don't, are not physically qualified, okay, that to a certain degree is beyond you, though, okay. You know, the month that you rolled a donut, maybe you had two people processing, okay, but both of them, okay, maybe one failed the test, the other failed the physical or maybe they both failed the physical, okay. Maybe they got up there and were QNE's. Okay, if they were QNE's, then, as a recruiter and a station commander, you need to look at how you're talking to people. Okay, what were you selling them on, okay, to get them that far and end up with nothing and have to start all over again. So as far as being on the right track, yeah, if you can look down through it and see that your appointment made, appointment conducted, your volume's up there, your MEPS tested volume is up, people physicalling is up, okay, physical qualifying is up, if you don't have any enlistments, then there's something wrong prior to any of the rest of that. And you're still, you're on track, okay, but you're halfways on, because you got them that far but you lost them. Why? And that's when you should start seeking, you know, hey, I need some help here. I'm doing something wrong, I don't know what it is. Okay, you're my station commander, tell me what I'm doing wrong, okay. Or call and get some assistance, don't be afraid to do that.

Interviewer: So being on the right track is volume of people, type of people, and history of success with this sort of system?

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Subject: Right. If you've got a system that's worked, okay, but now if you want to put it, you know, turn it completely around, okay, this system didn't work that month. Okay. Now you go into the next month and, guess what, that system didn't work again that month, okay. Then it's time to go back and readjust your whole system.

Interviewer: Is that being inventive?

Subject: Yeah, it's back to, you know, starting at block one. Hey, we've got to do something different. What are we going to do different, how, you know, how are we going to readjust this so that it will now work?

Interviewer: What's more important, being on the right track or being inventive?

Subject: Being on the right track. I don't, I guess, I guess being on the right track, because for myself, if I am on the right track I'm constantly using different things anyway. So I'm constantly being inventive while I'm doing it, but it's important for myself, okay, to maintain an even flow of what I'm doing and how I'm accomplishing it. And I can keep track of it, you know, what did I say to this person to get him to join the Army, okay? You know, maybe if I do a follow-up call with this person and I use that same type concept that I used with him, maybe that will work on him. Okay, if it doesn't, then I know that it's an individual case now. And if I try it a couple more times and it works, fine, I can adapt that into my sales presentation, but I think keeping on track probably.

Interviewer: What's more important, keeping on the right track or accepting challenges?

Subject: Wow. Keeping on the right track. Keeping on the right track. That can sometimes be a big challenge in itself.

Interviewer: What's more important, keeping on the right track or setting realistic goals?

Subject: Staying on the right track.

Interviewer: Okay, which is more important, setting realistic goals or accepting challenges?

Subject: Setting realistic goals. Because, the challenge as a recruiter is into that.

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Interviewer: Okay, yeah so, what we have right now is staying on the right track, setting realistic goals, accepting challenges, and being inventive, are all things that an excellent thing that an excellent recruiter should be, should be doing. Now, I picked up one other thing, let me check it out. You mentioned something about knowing when to ask for help or assistance. Is that something important like these others?

Subject: Yeah, I think it is, because, inevitably, okay, whether a guy's a new recruiter, or whether he's been out in the field for a long time, no matter how inventive, no matter how many challenges he likes to accept, there's going to come a point in time when, you know, everything is going and nothing's happening. You know, okay, guys, step in, show me what I'm doing wrong. Okay. I think everybody, you know, eventually at some time or another, needs some type of help or guidance. If it's just a pat on the back.

Interviewer: Why not just wait for someone to tell you you need it?

Subject: It can be too late if you wait for somebody to tell you. If you can realize that, you know, you know, looking at my own program, how I can make mission, okay, if I can look at that and say, hey, none of this is working. I've tried this, this, this and this, okay, but it didn't work either, you know. Maybe somebody else has another idea, somebody else can, can show me what I'm doing wrong here. And some people will. Some people will just, you know, hey, I'm not going to go out and ask for help. I'll wait until they send me down. I'm just the opposite. I don't want to get to the point where I've got to have somebody sent down to see me, okay. If I need help, okay, I can realize that myself, you know, hey, you got somebody out there can come down and work with me for a couple of days? I want them to see what I'm doing and tell me what I'm doing wrong, or what, what can I do to improve what I'm doing.

Interviewer: What's important about getting that information?

Subject: It gives me different ideas, okay. You know, you bounce back to maybe being inventive, at that point, everything that you've tried, okay, hasn't worked, okay. Try somebody else's brain for a second, okay. Let them take, you know, a third person's view of this. And say, hey, why don't you try this. Okay, give you some new ideas, maybe a

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new invention, okay. Like try this one time okay. That's what I like about getting outside help.

Interviewer: How do you know when you need outside help? How do you know when to ask for it?

Subject: If I've, you know, accomplished the work plan that I've set up for myself, attainable goals, you know, I've challenged myself, to be able to do this, yet, nothing's clicking. I'm getting hung up somewhere along the line. You know, it's about that time that you sit back and say, well, nothing is working. Okay, when, when you get to the point where you can see yourself, okay, before the month is even over, okay, you'll know that, you know, unless somebody walks in that door with a gun, okay, points it at you and tells you, I want to join the Army, okay, or you're dead meat, you ain't going to make it, okay. That's, you know, you can find yourself in that situation because you can look back at the volume that you have and you can look through there and say, this is garbage. Okay, I've talked to a lot of people that will join next month, or maybe the month after, or next year, okay, and I've tried different ways to move these people through the processing cycle faster, but it's not working, okay. I can see myself missing mission and I need help. Get somebody down here to help me set up, okay, and show me what I'm doing wrong, okay, if I'm in fact doing anything wrong, okay. If I'm not maybe it's just the reassurance that, hey, everything that you're doing is okay, okay. You're doing it all right, okay, but the doubt that I have, that, you know, I must be doing something wrong. Nobody's going in, okay. Maybe that can take that little bit of doubt away from me and make it easier for me to, okay, fine I guess what I'm doing's all right then. Just keep on truckin'.

Interviewer: Which is more important, assistance or staying on the right track?

Subject: Staying on the right track.

Interviewer: Assistance or setting realistic goals. And by assistance we're meaning like, you know, when to ask for it.

Subject: Setting realistic goals.

Interviewer: Okay, assistance or accepting challenges.

Subject: Probably assistance.

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Interviewer: Okay. Assistance or being inventive.

Subject: Assistance.

Interviewer: Okay. I've got five things now, being on the right track, realistic goals, assistance, accepting challenges and being inventive. Of those five, are any of those, like, really more important than the others in your mind. Or are they sort of like, lumped together sort of?

Subject: I think they're all, you know, kind of tied together. If that makes any sense. You know, they all kind of overlap one another.

Interviewer: Okay.

Subject: To make one work you need the other.

Interviewer: Okay.

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Interviewer: So, the first question is, what do you want in an assignment, in a job?

Subject: I want to get satisfaction, okay, working the way I want to work or I like to have the freedom to get out and do a job the way I know it should be done. I don't want anybody over my back all the time, to set my hours where I should be, I'd rather get out there and do that myself.

Interviewer: Okay. What will that do for you?

Subject: That will make me happy at what I'm doing, very happy. That's why I like recruiting.

Interviewer: And what's important about that?

Subject: I've been happy there, and I can, I can make my mission. That's what's so important - I can make my mission and do the things I need to do.

Interviewer: I guess, what's, you know, it's nice to have a job that makes you happy, but what's important about that for you in a job? Because I could find other jobs that make you feel good.

Subject: If I wasn't happy I wouldn't stay in recruiting, no way. No way. I mean, as far as my family life goes, my family's happy with what I'm doing.

Interviewer: Okay, how do you know that you've done a good job?

Subject: Well, I get all these different awards down through the chain of command congratulating me on the job that I'm doing. Whenever I, whenever I've finished the year up over a hundred percent I know I did a good job. If I fall below a hundred percent then I know I'm not doing a good job. If I'm at a hundred percent I know I'm not doing a good job. I'm only doing the requirements, because when I've done over a hundred percent, let's say a hundred and twenty percent, I'm happy.

Interviewer: How do you know you're doing a good job before you finish it, before the awards come? Do you have any way of knowing?

Subject: Oh, yeah, yeah. At the end of the month. Well, you can, you know your mission at the end of the quarter, you know your mission already. You know what you gotta do. You go out there and you talk to people, get those people, put them in the Army. Because you know when you've made your mission. If

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you have a mission of two and you put two in, you know you've got that behind you. You can relax, go for some over production then, and get those points up there so you can get those awards.

Interviewer: Super. For you, for you, what's important about this job?

Subject: What's important about this job to me, as a recruiter?

Interviewer: As a recruiter, yes.

Subject: Okay, for me, the real importance of it is to keep the strength of the Army up, get good quality soldiers in the Army.

Interviewer: And what's, how's that, I understand that helps the Army and I understand that's important to you, but what's important for you about working this job because you could do other jobs in the Army.

Subject: Oh, yes, yes, I'm very happy at doing this job. Very happy because I make it fun.

Interviewer: Anything else besides making it fun?

Subject: My family's happy, my, my chain of command is happy with the production I was putting in, so I keep them happy, they keep me happy and when I want a day off all I gotta do is say hey, I need a day off and bam, I got it. No problem.

Interviewer: Okay. Why did you choose your current assignment? Again, all these are in reference to recruiting.

Subject: Okay, well, the current assignment that I have now, I just wanted to come to the 1\$ area. I don't have a real reason for coming, I just, you know, one day I was sitting down and I said, where would I like to go, and I said, 1\$.

Interviewer: Let me phrase it differently. At some point you decided to convert to double OR. Why did you choose to do that?

Subject: Well, I'll give you the same reason I gave my commander when he asked me why did I want to convert? I says, I'm happy with putting people in the Army, happy with, with the job I'm doing, that was the real reason. Get out and meet people.

Interviewer: Did you have the choice of going into other parts of the Army?

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Subject: I had a choice of going back to my MOS.

Interviewer: And why did you choose to, was there a reason you decided not to go back to that? Did you consider that?

Subject: I, I never thought about it. I really didn't. After I thought about, you know, what I was doing, and I was happy at it and I decided I'd stick with it.

Interviewer: Good. Tell me about one of your favorite working experiences, a one-time event.

Subject: A one-time event. My favorite. When I first come into recruiting it was in 2\$. When I first went out to visit one of the high schools, and the school had never been worked or anything, so I went out there to talk to the, to the school master, and I went in and talked to the guy. And he said that there was only one thing he wanted out of the Army and I asked him what. And he said, he spent three years in the Army and when he got out they didn't give him a good conduct ribbon. And I gave him mine. Okay. That's, you know, that really helped me a lot in recruiting, when I gave that guy that, that good conduct ribbon. Just didn't even think, didn't hesitate or anything, I just gave it to him.

Interviewer: Okay. What did you like about it?

Subject: I, I guess when I see people that want something, if I'm able to help them, it just, just makes me happy to help a person no matter what it is. It just, just makes me happy. And that, that makes me work better when I'm helping. It just makes me happy.

Interviewer: Tell me about another favorite working experience, a one-time event.

Subject: Okay. I was getting my big old camouflage Winnebago, getting my DEPers, going out on the beach early in the morning and we just stay out there all day and talk to people, trying to get people to join the Army.

Interviewer: Your DEPers would help you.

Subject: Sure. Sure. They gotta, they gotta earn their money, too. If I'm going to buy them snacks and everything, they're going to earn it.

Interviewer: What did you like about that?

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Subject: Well it gave me the satisfaction of seeing my people go in with accelerated rank, with a t-shirt and jacket from the Army, you know, when they get those referrals and everything. I just enjoy it.

Interviewer: Okay, what is a good way for you to increase the chances for your success?

Subject: Good way for me to increase my chances for my success. It's just keep doing what I've been doing. Get out there, meet people. Don't sit around the station all day waiting for that walk-in or that call-in. You get out and area canvass, post the area, stop and meet people, pass business cards out, hang up posters in barber shops, in the malls, wherever you can do it. And then they will be successful.

Interviewer: Okay. What is a good way for someone else to increase their chances of success?

Subject: Get out of the office, go to the big malls, go to the barber shop, go to stores and just, and stop in a store every so often and buy a pack of gum. That person get used to seeing you there every so often. Somebody ever come in there and say something about the Army, they're going to probably tell them, say, hey, there's an Army recruiter that comes through here on Tuesday at this time and he'll probably be here today. And nine times out of ten that guy will either hold that guy there to talk to you or he get his phone number and name for you to talk to him. But these guys got to learn they can't make it sitting in the office all the time. Because your walk-ins, your call-ins is normally people that are not qualified anyway.

Interviewer: Is there anything else they can do?

Subject: Well, yes, there's a number of things they could do. They could split their day up, say like come in the morning, get their grads list in the morning at a certain time. Once they've done that, they get their testers out the way if they got testers, the paperwork that they have to do. Then a guy can take off a couple of hours or go do their personal things. Come back in the afternoon, late after, after the seniors get out of school and then call the seniors from say, five-thirty to eight-thirty is a good time to catch the seniors at home. Because a lot of them they don't go straight home from school anyway. They stop at McDonald's and play basketball. And that's another thing, is to go to all the basketball courts, the parks, go to the parks, set my RPI rack up on top of my car. It

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says Army and then you put your little books, little books about the Army, you put your little books in there and I sit it right on top of my car and I sit there. I sit on the hood of my car, talk to people as they come by, stuff like that.

Interviewer: I love it.

Subject: But, the first thing a recruiter got to learn when they come out here is to make this job interesting because if they don't, they're going to fail.

Interviewer: What's important about making it interesting?

Subject: Well if you make it interesting, make it a challenge, and get a different outlook on, on recruiting, you know, a lot of these recruiters, you know, when they come out of the program and get drafted into recruiting, they come out here with the idea they're here, they've gotta do it and that's it. They going to do what they gotta do to get by to survive. They don't care about being successful and they got to change their mind and show them where if they come out here and be successful, they're going to be awarded, I mean, rewarded for it and they're going to be much happier doing the job if they're making their mission. So it's going to help them.

Interviewer: Good. What is the relationship between what you are doing this year on the job and what you did last year on your job?

Subject: No, I really can't because I, I did basically the same thing that I did this year. But my production wasn't good the first year I got here. It was the second year that shot up because I went out and did things that I had to do to get my area built up, so. And then, too, I got, I got to the area during the summer, I got the area during summer and I really didn't know my area that well, so I just had to work to be successful and it all paid off this year.

Interviewer: Okay. Pretty much the same then?

Subject: Pretty much. But my production was better.

Interviewer: Tell me about a, a work project that gave you trouble.

Subject: A work project that gave me trouble. Right off hand, I would say the telephones because the, at first I was spending too much time on the telephone, I really was, and you can only talk on

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the phone for so long and then you get tired of it. And then what I started doing, I started scheduling my time for telephones, I started breaking it up. So like, in the morning I would call for about an hour, hour and a half, and then I would just leave that telephone alone. And then in the evening, I would go back to work, but that telephone for a while, it gave me fits.

I found that most of the appointments that I was making over the phone was really no good. Because I was, didn't want to be on the phone anyway. And I was just beating that phone to death, just talking to people, and I was dragging along and I got where I smiled, I would get up and I wouldn't sit behind a desk when I make a phone call. I would get up. I'd be on the other side of the desk, standing there, looking out the window or whatever, talk to the person, and it was totally different then.

Interviewer: Okay. Oh, yeah, this is a good one. How do you know that someone else is good at their job?

Subject: Well, you can look at their production, you can listen to the person talking to an applicant, you can listen to his telephone techniques. There's, there's a number of ways you can tell.

Interviewer: Well, production, listening to the telephone, anything else?

Subject: Telephone technique, if he area canvasses or if he sit around the office all the time.

Interviewer: Well how will you know if he area canvasses?

Subject: Your going to see something, if he area canvasses you're going to put a poster or something up. There's got to be something out there.

Interviewer: Okay. Well, what about production? How do you know that he's doing that?

Subject: Well, if he's sitting next to me, normally you can hear an interview, can't you. You pretty much know when he's putting somebody down, because if you do communicate in the office with each other, if he's having a bad month and, and you can pretty much tell if he's not putting anybody in because the guy's going to be down. If he didn't put nobody in, he's going to be having to get that number off his back.

Interviewer: So you can listen to, you're in the office, you

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can, like, listen to his interviews.

Subject: Interviews, phone techniques.

Interviewer: Okay, anything else besides listening in?

Subject: You can ask him, you know. Normally, we have a processing list and you can look at the processing list any time you want to, who's down in the station or whatever. If they need any help you can offer your assistance. You can just ask them if they need help.

Interviewer: You mentioned listening, you know, to the interviews, or telephone, how many times do they have to demonstrate that before you're convinced that they're good?

Subject: As far as the interviews, I really couldn't say because different people use different techniques and it's really hard to say. A lot of people will not go all the way through an interview. Some of them will go all the way through an interview.

Interviewer: Let's say that you, you've listened to one and you've judged what for you is something that you feel, you know, demonstrates a, a good one in your opinion.

Subject: Maybe, maybe twice, well since I've been talking to you now.

Interviewer: I thought we might start with, maybe you could describe to me, your ideas about the typical sales cycle for you, not necessarily the theoretical one they teach and not necessarily the one that other people use. But for you, what do you see in the steps as a sales cycle?

Subject: Steps in the sales cycles for me is, you find out that guy's buying motive and then once you get his buying motive, you concentrate on that buying motive. Don't worry about every, going through all the steps of the sales cycle. Let's say for instance if he was only interested in going into the Army for education, well then, you just stress education to him, and don't worry about adventure, recreation and all that other stuff. Because let's say for instance he might have had somebody drown in a boating accident. You know, so quite naturally he doesn't want to hear anything about going down a river on a raft. So just, sell him education and that's all. He's got his education and he's got the commitment, just close on him then. Don't go through the whole thing.

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Interviewer: Okay. How do you do that, though, do you run him through all the options or would you just like try to find out right away what the buying motive is?

Subject: Well, you know, you could, you could find out early into the interview what his buying motive is.

Interviewer: How do you find that out?

Subject: Well, once I sit down and talk to a guy, then I establish rapport. Then, you know, we just sit there and we rap a while. We rap. And the guy's going to tell you right then while you're establishing rapport. What are you looking for? If you're listening he's going to tell you. And then you just come back and you hit that. Now, what you can do, you can ask a guy what are you really looking for now. You told me you was interested in education. Now what are you really looking for? Just education, Sarge, that's it. I say, okay, I'm going to show you how the Army can give it to you. So, you show him how the Army can give it to him, you finish up with the, the processing stage of it, and just finish it.

Interviewer: Okay, let's go back to the beginning again. Here's this guy, you get rapport. How do you get rapport?

Subject: I get it by joking with the guy, or, there's many ways they can get rapport with a person. When they first come in, you know, introduce yourself. I'm so and so, hi. And you make the guy feel confident, make him feel that you're interested in him.

Interviewer: How do you know when he feels comfortable?

Subject: Well, the guy is, he's going to relax. You can watch a person and tell when they're tense. Because when they first walk in the office, they're going to be tense. They're going to sit there like a, almost like a statue. Once they get comfortable, they get to joking with you, it's time to go to, to work. You've established rapport. You can mostly tell when they get comfortable.

Interviewer: How do you know?

Subject: How do I know? I been in this job long enough, I can tell when they're comfortable.

Interviewer: It's just, if I had to become you, if for one day we switched roles and you fly out to Washington and I was here, I mean, I want to do it not like I do

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it, but how you do it. How would I know that someone was comfortable in the way that you know?

Subject: Oh, good, let's say the girl at the popcorn machine. Okay? The girl that was selling the popcorn back there, when we first went up there she wasn't really, really talking to me. When I got to, when I got to talking to that other girl, she just fell right in. She didn't, she didn't know what we was talking about half the time, but you know, she fell right in and she started asking questions. And that's why I started hitting on her about the Army. It's just like a person giving up, getting up to give their first speech in front of an audience. He's going to have a trembly voice, and all of the sudden it works out, you know. It's pretty much the same thing with people when you, when you first start talking. At first they're going to be reluctant to talk to you, okay, you know.

Interviewer: There's some change in the voice.

Subject: Yeah, you can listen to the tone of voice.

Interviewer: Good. Anything else.

Subject: Their action, you know, body language, the way they, you know, the eyes light up and they start paying attention to what you're really saying.

Interviewer: Well what this gal did, you noticed the change in her voice tone, or something like that.

Subject: Yeah, and the way she started acting.

Interviewer: How did she change her action? What did you, did you pick up?

Subject: Well, I picked up the way she started listening to what we were saying.

Interviewer: Listening in what way?

Subject: Just to find out what we're saying, what was really going on.

Interviewer: Any other body language?

Subject: I didn't notice any other body language.

Interviewer: She changed too.

Subject: Yeah, she changed too.

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Interviewer: She was a little bit resistant at first.

Subject: Right.

Interviewer: What, what did you pick up, at what point did you know she had changed?

Subject: I really don't remember. I really don't.

Interviewer: Think back to it. Think back now. Replay that scene.

Subject: Okay, well when we first got there, she was talking about, I think, something like that, and she started talking about -- I can't remember. I really can't.

Interviewer: At some point she asked you about salary in the Army.

Subject: Yeah.

Interviewer: Was the voice any different between her first comments about the Army?

Subject: Yeah.

Interviewer: How was it different?

Subject: She had a better tone in her voice.

Interviewer: Better tone, is that higher?

Subject: Higher.

Interviewer: Any change in, did her eyes light up, any body changes or anything?

Subject: We had more eye to eye contact, when she was interested.

Interviewer: Super. Anything else?

Subject: No.

Interviewer: You're so good, you don't know how good you are already.

Great, so at that point you sort of know, those are some clues apparently you use to know when a person's comfortable. What's next for you? You've got a person feeling comfortable. Now what?

Subject: I found out their needs and interests.

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Interviewer: How do you do that?

Subject: I ask them questions. It's the only way you're going to do it, you ask fact finding questions. Ask them, hey, what are you interested in? How important is this to you? How important is that to you? And they're going to tell you.

Interviewer: Just like that?

Subject: Yeah. They're going to tell you.

Interviewer: If they give you a few things, how do you decide which one's the most important?

Subject: You ask them, which one is the most important to you?

Interviewer: Seems fair.

Subject: Give them the choice to pick one. What I always do, I said, okay, here's a list of things that I've got down here, those are the things you go down there and pick the three most important things to you and what I want you to do is give me the most important first. I always ask for the most important first. Okay, put the most important at the bottom, and the least important at the top, and that's what I do.

Interviewer: Of the three that come out as being important you present the most important last.

Subject: The most important last.

Interviewer: Okay.

Subject: Because you always say, that last impression is going to be the one they remember. That's what my dad always said, but you know, you hit them with that good point, the most important point coming last, and that's what they remember.

Interviewer: Okay. Okay, we've got rapport, buying motive. What do you do now?

Subject: Okay. Once I've got that and I've got that out the way, I'm ready to close on him. I'm ready to close on him. You close, he says no, we're going to go ahead on, you know, go further into the interview. But if he says yes, I'm ready to close him. Get him ready for the MEPS site.

Interviewer: How would you approach a person? Let's say I'm a person and you know, we're, okay, you know I'm

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feeling comfortable with you and I said that skilled training's real important to me, what would you do?

Subject: Well, I'm going to use my book and show him the facts, the benefits,

Interviewer: Before you'll try and close? Or will you try and close first?

Subject: No, no, I'm not going to try first. I'm not going to try first. Okay, I show him the facts, okay, which is the pictures in my book. I'm going to show him the benefits, you know, how it's going to benefit him to get the field training.

Interviewer: Even if he says, hey, you know, I know I want skilled training. I don't need to look at a book.

Subject: Oh, I'll close on him then. I'll close on him right there. I won't even go in, I wouldn't go any further.

Interviewer: What would you say? What would you say for the close?

Subject: I'll ask him is he ready to go down and enlist. Okay, a real one that I use? It's when I'm sitting there talking to a person and he says, yes, that's what I'm interested in. I say well, are ready to join, are you ready to enlist now? Something of that nature. And I would never say go down and take the physical, take the test, because when I get a close on him, then I say, hey, I'm going to set you up for testing tomorrow, get you set up at the MEPS site on Friday. Then if it's not, he's going to say, well, I've got to work. I can't take the test tomorrow. I say, okay, we'll test you tomorrow evening, get your test tomorrow evening. Then you go down to the MEPS on Friday. How's that?

Interviewer: Alright, if you say, are you ready to be all you can be, and he says yes, would you, what would you follow up with?

Subject: If he says, well I said, are you ready to be all you can be in the United States Army? Well, normally they'll say no to that. Normally they say no.

Interviewer: Okay.

Subject: And I, I say, why? He says, because, I don't know anything about the Army yet.

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Interviewer: You aren't scared of them saying no?

Subject: No, I'm not afraid of a no.

Interviewer: Do you like no's?

Subject: I don't like them and I, it's very seldom I'll accept a no.

Interviewer: If you won't accept it, what do you do when a person says no?

Subject: Well, if a person says no, then if I see where I can't really sell them, right then, I'll put him out two or three days and just accidentally stop by his house.

Interviewer: Put him out?

Subject: You know, wait three or four days down the road, and I'll accidentally pass his house.

Interviewer: Well, how does that work? Does it seem to work out?

Subject: It seem to work pretty good. They get a different outlook, they've had time to think about what they've turned down.

Interviewer: Well, what if they say, you know, no, but it's the kind of no, it's the, you haven't, I don't have enough information?

Subject: Okay then I'm going to ask, I'm gonna, I'm gonna take him all the way through and I'll ask him what is it you're not sure about, what is it you want to know? You tell me.

Interviewer: Using the subtle approach again, right?

Subject: Right. Give him control.

Interviewer: Oh, okay. You've mentioned that before, of giving the applicant control. Can you give me a little bit more about your reasoning on that?

Subject: Well, when you do that, okay, like a lot of times what I like to do is when an applicant comes in, I'll sit him at my desk. Not on the side, but I give him my seat. I get on the other side. That applicant be sitting there, he's at your desk, he feels confident. The applicant's going to tell you more about himself than he normally would if he's sitting on the side because he says, he's behind,

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he says, I'm behind this desk now. I got control of this interview. You know, he feels like he's in power when he's sitting over there. Same way with the Join machine, get him on the Join machine, give that guy that key, keyboard. He thinks he's in control of that interview.

Interviewer: What if you're outside the office? Is there a way to give the applicant control?

Subject: Sure, you take that sales book and you turn it around to him, let him flip the pages.

Interviewer: Any other ways outside the office? Like today, you know, we, you know, when you're canvassing, is there a way for a recruiter to make someone feel they're in control when they're just talking to them?

Subject: Yeah, just, just let them talk as he will, just let them talk as long as they want to. And then sooner or later you're going to get -- they'll be ready for that interview, either ready to make the commitment or make the appointment with you.

Interviewer: And what you're telling me is that when they're, when they feel they're in control, they tell you more?

Subject: Yeah, you'll find out more about that person when they feel that they're in control. You could take a person, that, that's a hard sale, a recruiter has been working a couple of times. You can take that same applicant, bring him in with a different recruiter, give that applicant that keyboard, let that applicant work that keyboard. I bet you 80 times out of 100, I'm not going to say a hundred percent of the time, but, 80 percent of the time, you'll probably get that.

Interviewer: Okay, it doesn't matter, really, what they're seeing.

Subject: No, it's just that, he feels that he's got control of the interview. You know, he's giving out the information that he wants to give out, but he's really giving you everything you need. And I've found that to work.

Interviewer: Do you think control works partly because of their age range?

Subject: This, this is a big step in this guy's life, you know. If you're sitting there with that keyboard, well he's thinking that you're going to punch up

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what you want to punch up. Right, if he's sitting there with it and he's going to punch up everything and he knows, he know we're not skipping anything. So, I guess he, he's figuring, you know, this is my future. I'd rather punch the keys than have this guy punch the keys. It gives them some kind of satisfaction to punch that key. Makes him feel more in charge. It's not just controlling the interview. A lot of the kids are more comfortable with that thing. I'd be more happy if I went in to a recruiter and he gave me that keyboard.

Interviewer: What do you see yourself as selling?

Subject: Myself. I sell myself. I tell them about the experiences I've had, travel, and how happy I am in the Army. And if you don't sell yourself, if you can't sell yourself, how in the world are you going to sell the Army?

Interviewer: Okay. So you're selling yourself, you're selling the Army. What do you think the kids see it as?

Subject: That's hard to say what most kids do see that as. Some kids see it as, see the Army as a way to get away from home. Some of them see it as a way to travel. Some of them see it as a way to get education.

Interviewer: If you were going to sum up what all the kids do, what do you think they perceive themselves as buying? They're buying something from us. I know what we're selling them, but what do you think they think they're buying, big picture?

Subject: He's buying, buying a future.

Interviewer: Okay. If you were going to give a lecture at the ARC, what would you talk about? What would you want to tell to new people, never done recruiting, don't know what to do, how to do it, how to think?

Subject: Okay, number one, I would tell a new person out here, coming out here, just like I had to tell one recently, number one, we're all soldiers in the United States Army and we got to look back and realize that. We wasn't drafted into the Army, we're here because we want to be here. Although we've gotten drafted into recruiting, we got to look at it from a standpoint, it's a job, it's got to be done, we might as well get out there and do it. You go out there, you get it in your head that you're going to do the job, you do it well, get your people in the Army, that will make you happy, and the main thing is to -- the attitude you have

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when you get out there, if the person sees you are always complaining, always pissed off, never smiling. You know, they're going to say well, that's the Army. That person is the Army, so you got to keep a good attitude in order to do the job. That's basically what I would tell a new recruiter coming out here.

Interviewer: Let's get a little more, I don't know what you mean by attitude and they probably won't know either. So if you had to break that down --what they need to believe.

Subject: Okay, attitude, what I mean by attitude is, when you talk to people, you smile at them, look them in the eye, be polite to people, carry yourself in a military way. That's basically what I would tell them.

Interviewer: Nothing about how they should think about prospecting?

Subject: Well, just remember how to treat people, you know, you treat them like a person, whatever, not just a person that you're out there trying to put in the Army. Treat him like a normal human being because that kid might not be able to go into the Army.

Interviewer: What does a recruiter need to think like to be good?

Subject: That's a hard question to answer. You got to be able to think fast. You got to be able to listen. Got to have product knowledge. I can't think of anything.

Interviewer: Let's take product knowledge. Does that mean they have to memorize it all? What do you mean by having product knowledge?

Subject: Well, no, I don't think anybody could ever know everything there is, what I mean by product knowledge is, know something about the Army, know something about the, the job that the person is interested in or education, number of years the person enlists for, things like that. We always got our regulations we can fall back on. If we forget little things like, person can know height and weight standards, nobody can ever remember that so we can always check our regulations for that. You got to give a guy some kind of answer to whatever question he asks. Gotta give an answer.

Interviewer: Okay. When you said they need to listen, what is that?

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Subject: The person, a lot of times people say things to a recruiter and the recruiter's really not hearing what the kid is saying. They're only picking up the parts that they want to hear. They might tell you, like, for instance, a kid might say he's interested in job training, but during the, during the course of the interview he might stray off on education or something like this. You got to be able to pick this up. And a lot of recruiters, they, they'd rather talk than listen. You have to listen to see what they want. It's really hard to explain.

Interviewer: Give me an example.

Subject: Well, let's say for instance, I went out with one recruiter, okay, and we were sitting there on an interview, and he was hitting the guy on education. And when the interview first started, it may have been this guy got in the buying motive of education. But somewhere down the line he figured training would have been the most important. Well he might say that and the other recruiter might not pick it up, and I might pick it up. And what I would say, I would stop the interview, you know, in a kind of a way that they can, can I say something? And they probably say yes. And I would talk about job training. And then I would explain later on to the recruiter why I did that.

Interviewer: Is listening just hearing?

Subject: No, it's not just hearing. You can listen to a person and you can find out the way they feel about a thing, and it's hearing, feelings.

Interviewer: Your feelings about the person?

Subject: No, his, okay. It's his feeling about, you can listen at his feelings about what you're talking to him about.

Interviewer: Okay.

Subject: You can learn a lot of things by listening. I just can't bring them all out right now, but, like me, when I'm doing a, if I'm talking to somebody, a lot of times I hear them say something and I might not be sure of their answer right now. Well, go off on to something else if you want to get that answer that I need. You know, I'll come back.

Interviewer: Okay, last time we left off, you had mentioned that you told me about getting rapport, and getting his buying motive and we talked a little bit about

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closing. And you had mentioned that, you know, you may go for a straight close or a trial close and if you need to go a step further, if that's not the point, you may give them more facts. Once you give them more facts, where do you go from there?

Subject: Then you try to close again, and if he don't, you know, if something's wrong then, if he doesn't, still doesn't want to buy, just ask the question, what did I miss? Is there anything else you need to know that I haven't mentioned yet?

Interviewer: Okay. Is there anything else you can give them to convince them? You've given them, you've identified that you've got rapport, you've identified their buying motive, you've given them facts, you know, is there anything else you can do, that you can give them other than going for a close? That is, it's understood you can go for a close.

Subject: You, you can show them, show them the evidence, get the regulations.

Interviewer: Is that different from showing them the facts, giving them the facts?

Subject: Uh-huh.

Interviewer: Tell me.

Subject: Okay, right, okay I can tell you for instance, the fact is, the Army can give you this money that you want to buy the skin diver's watch. And then the benefit is that you can dive down under the water and, that water, I mean, that watch will not get water in it. And the evidence is that picture right there.

Interviewer: Well, but let me, let me back track. Because maybe I misunderstood. You said you give them the facts, you don't point out any benefits or do you do that all, when you're giving them the facts.

Subject: Well you do it all, all at the same time but you just different steps.

Interviewer: Okay, so you go through the facts and you give them benefits.

Subject: And you give them benefits.

Interviewer: And, once you give them all that, and they still object, is there anything else you can do?

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Subject: If they still object, something's wrong. Either, I'm not listening to him or he's not listening to what I'm saying. So then we gotta go back and find out exactly what's wrong. So I ask him again, what did I leave off? Or, what do you need to know? I've never had that problem.

Interviewer: Never had which problem.

Subject: No, I've never had that problem, of them not understanding what I'm saying.

Interviewer: You mean, once you've given them the facts and the benefits, it's pretty much either they're going to go or they're not going to go.

Subject: But normally I know when they sit in my chair whether they'll go or not. As a matter of fact, right then, they're going to go once they sit in my chair.

Interviewer: I thought you put them in your chair.

Subject: Oh, yeah. Like I say, once they sit in my chair.

Interviewer: Oh, really?

Subject: When he says yes, that's it. I guess. I'm ready to put him in the Army when he says yes. That's what I want.

Interviewer: Okay. You've given him the facts and benefits. He's sitting in your chair, he says, let's make it realistic, he says, I don't know, you know, my mom really wants me to go to college. I mean, I really want the skilled training I could use the bonus money, but, you know, I really think my mom is right and it's probably better for me to go to college first. So, it's another kind of objection. You've sold him on what the Army can do. What do you do?

Subject: Then, what I'm going to do, I'm going to hit him just like I hit the kid over there at the school over there. Who do you want to satisfy, him or his mother? He's not going to really make the grades in school if he's just going to school just to satisfy his mom. And then plus he can get money through the Army, to get his education later on, because then he'll be older and wiser. And then he probably will want to go to school later on, so join the Army, spend two or three years in the Army to satisfy yourself. Stay in school to satisfy your mom, because your grades not going to be up to par. So, something like that.

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Interviewer: You've had them, they bought into the Army concept, you've sold them on that. But they're still not convinced to enlist at this point. Have you hit those?

Subject: No, I'll, I'll tell you, of this one. The guy I had wanted the cash bonus, he wanted the Army college fund, he wanted combat arms. I had everything ready for him. He goes down to 3\$, had everything he wanted. And he had to talk to his wife, and couldn't get in touch with his wife. Now, I couldn't turn that guy, no contest.

Interviewer: What ways did you try?

Subject: Oh, I tried everything that I knew but, until he talked to his wife he's just not going to buy.

Interviewer: Tell me what you tried.

Subject: What all did I, I don't know because, you know, I tried to man-to-man, I asked him, hey, are you the man of the house or is your wife the man of the house? Okay, like, if I had to wait, wait, wait for my wife to make a decision for me I wouldn't have brought you to 3\$ today. There's no way in the world I would have got out of my bed this time of the morning to bring you to 3\$. But that one didn't work. What else did I try? I had him talk to other people, other recruiters, guidance counselors. That didn't work. Brought him back.

Interviewer: Okay. You've been in 2\$, you've been in 5\$ and now you're here. Have you found -- and you've told me basically how you sell -- any differences across those different areas in how you can sell them?

Subject: There's a little difference.

Interviewer: How did you learn your strategy? Did you walk into 2\$ having them all down?

Subject: No. Didn't have anything down.

Interviewer: How did you learn?

Subject: What happened to me when I went to 2\$, I reported to the recruiting station, nobody had the time to show me the area. All they did was give me a key to the car, give me a map of 2\$. They didn't even show me where the garage was to put the car or anything. Had to find that on my own. Got the car, go for a ride, left home about nine-thirty or ten o'clock that morning.

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Interviewer: So how did you learn?

Subject: Experience. You know. I go out and I might talk to a person, but it just don't work on him, whatever I'm talking, it just doesn't work. I keep going, I'll meet another person, it might not work on him.

Interviewer: So you try the same thing over and over, on different people?

Subject: Well you can try, try it over and over on different people or you can change it on different people. Let's say for instance you see a guy today and you try one thing on him today. That might not work, but you can see this guy two or three days later, try something different on him. The one that you can't get to work on anybody. But -- experience.

Interviewer: Okay. How did you know when you really had something down? Was it, that you tried something and, you know, it worked, with this person, how did you know that you had a strategy or technique that you learned that could work on different people?

Subject: Well, let's say for instance, telephone. A recruiter can sit behind his desk and call on the telephone. Well, a person can get, an image can carry over the telephone, your voice, your voice, whether you're really interested in talking to this person, or you just trying to get, to get an appointment, get out of the office, I guess I tried sitting behind the desk talking to people, and I've been working all day. That didn't work, so I tried sitting on my desk and I tried looking out the window, I tried smiling, I tried different other things. The thing that I found really worked for me was get up from my desk, get up from behind it, walk around in front of it, the phone, look out the window and talk to the person. That worked.

Interviewer: You started walking around while you were talking?

Subject: Yeah because that, you know, I guess I was projecting energy over the telephone, more energy.

Interviewer: Did you know at that point that it would work on a lot of people?

Subject: No. I just kept doing it. You know, and when I was comfortable with it, then it came in handy, you know.

Interviewer: Good, did anything work that you never expected to?

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I mean you tried it, but, you know.

Subject: I've tried so many different things that, that I probably could, but like, asking pregnant women to go in the Army.

Interviewer: What's the next thing you think you'll try that you haven't tried yet?

Subject: I don't know yet, whatever happens that day. It just depends.

Well, if they call me weird, I'm successful, if they wasn't weird they probably wouldn't be successful.

Interviewer: Okay, but what do you do that lets you be successful in terms of being weird. Because its your term.

Subject: Yeah, I'll stop people anywhere and it doesn't make any difference where they are, if it's on a bridge.

Interviewer: I mean we could get a different word, but the word has some meaning and it seems to make a difference. So I need to know what you mean by that word. One is like stopping people.

Subject: Yeah, you know, driving down the street, if I see them on bicycles I stop them on bicycles, talk to them, give them a business card.

Interviewer: Is weird like doing things different?

Subject: Yeah, different from the way they do it. That's what they call it, I'm weird. Because they, they could never see themselves doing that. So now I guess, he's doing something about it.

Interviewer: Okay. Is it like just doing things that are different?

Subject: I don't know if that's a part of weird or what, but I like to do a lot of experimenting. That's the only way you can find out what works for you.

Interviewer: Let's talk about prospecting.

Subject: Get my car and go out and knock on doors, if somebody's on the -- I don't have a telephone number for it, I have an address, I go knock on doors. I go to basketball courts, go to the park, go to football games, baseball games.

Interviewer: How do you decide where to go?

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Subject: Well, first of all I sit down and look at the area I got and try to figure out what type of market is in the area whether it's a high rate of dropouts, high rate of grads, you know, and I break it down to where I can, one day I go to the barber shops, I go in stores, buy a pack of gum at the store if I'm out in the area. I go anywhere, anywhere where I can get exposure, I'll go. Anywhere.

Interviewer: Even if there's no one in the age range you're working on?

Subject: Right. Because you know, the guy that's in there he might be fifty years old, he might have a son, or a nephew, or know somebody. So you can't say, well, there's only old people hang out here, there's no need to go in there. Well, that could be proven wrong. Like for instance, one day I was driving down the street, I saw these guys, one was on a walker, I stopped and I went and talked to the guy, and they started sending people, older guys -- I started getting referrals from them. It doesn't make any difference what age, I mean the age of the person, that person might really like you.

Interviewer: How do you approach them -- you want to join the Army -- even though you know they're fifty?

Subject: Well, sometime I'll do it, you know, joking, I'll do it. I can't put them in, but you know.

Interviewer: Okay, so one way, big picture, is to get out there and, you know, just talk to people. Any other ways? I'm particularly wondering about cold calling and stuff.

Subject: Oh, yeah. Well, I'll, you know, can't just take your telephone out there. You sit down inside and sit down and make your phone calls. Don't call until you get tired of calling. After you get so many no's, hang the phone up, get away from the phone for a while. Don't just sit there and use the phone. Call in the morning, get them out of the way. Get them out of the way, and then later in the evening, take some time off about mid-morning, take some time off, go and do some personal things, whatever.

Interviewer: Let's talk about DEP loss. How do you keep yours in DEP, or how do you lose them, that's just as interesting?

Subject: I don't know how to lose them. I, I really don't. I know how to keep them in. The three that I lost,

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one was in high school when she was in DEP, when I put her in DEP. All three of them was in high school. One, her little sister went into the hospital, and she had been in the DEP, eleven months. And they wouldn't extend her hours three or four more months. Another one, a grant came through to go to college and so she took that, and the other one, I don't know, she either got, she either got kicked out of school right before graduation or quit before graduation.

I get to know my DEPs, I get to know them.

Interviewer: Someone, zip, they come in, you recruit them, they're in DEP, what do you do from day one?

Subject: From day one, I keep track of those people, just like they were, I treat them as a friend, or as a co-worker. I work them, I take them out to the parks, I take them out to McDonald's, sit around, have a soda, hamburger, just go out and do things with the DEPs. Just call them on the phone and say, hey, this is Sarge so-and-so, I'm just calling to check make sure you're all right. Well, that guy could be sitting there with a cast on his arm, and you're saying I's just calling to make sure everything's all right. Everything's all right Sarge, everything will be all right. You didn't ask that guy if he had any broken bones or you can't see if he got a cast on. You just asked him is he all right.

Interviewer: So it's important to actually see them.

Subject: Right. It's very important to see them. And then another thing that's good about having your DEPs out in the public, people see you. People get curious as to what they're doing with the recruiter. Where you going? I'm in the Delayed Entry Program for the Army. Really? Yeah. I was thinking about going in the Army, too. Yeah, come on. So they can help you get referrals, you can work them, have them make some of the phone calls, have them help you refine your high school list. Like, they normally know who could pass the test around the schools, who's your trouble makers, who you don't want to talk to, the places to go to find other people. So, I think a recruiter should get out and work with DEPs. Go by the house and holler at them, sit down and talk to the parents, okay, stuff like that. That's what I usually do. They used to help me in my recruiting all the time. Especially when I was up in 2\$ and I had a Winnebago, get them, and load them up in that Winnebago, we get ourselves some potato chips and

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we'd hit the beach. Those guys, I would try and enlist on the beach.

Interviewer: Actually go up to people?

Subject: Sure, yeah.

Interviewer: Okay, let me ask you this. I'm picking up a lot of one on one, sounds real good. Any group stuff? Is it necessary?

Subject: I used to, yeah, it's necessary to get them together as a group.

Interviewer: Tell me a little bit about that. You know, we haven't talked about that aspect.

Subject: Okay, well number one, you get all the people that you got, let's say, station commanders, they have these DEP functions, they get a chance to meet each other. They might be some of them that's leaving the same day, there might be some of them that know somebody, you know, that's there, they didn't know that person was in the Army. What else do they do when they have DEP functions? When we get them together at the group session, you know, we teach them a little about, about the military. Military courtesy, the basic stuff that they're going to need to go into training, drilling ceremony, how to salute.

Interviewer: If you had a choice between keeping up a one-on-one contact with a DEPer or only seeing them during group meetings, which would you choose? Which would be more important to keep them in DEP?

Subject: They are both important. Yeah. Those guys can help you, I'll tell you. But if I had a choice, I'd rather see them, you know, not as a station. I'd just get my people, okay.

Interviewer: Once your DEPers goes in, into the Army, is that it?

Subject: Oh, no.

Interviewer: Tell me about that.

Subject: When my DEPers go in the Army, we might not write each other, but I keep contact, contact with the family, you know, finding out through the family how he's doing.

Interviewer: What's important about keeping up contact after they're in?

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Subject: Well, you, you know what he's doing, you know if he's happy or not. Because if he's not happy, or he got out of the Army, then, what he's going to do is come back and he's going to put the bad word out on the recruiter that put him in, you know, and stuff. And you know, if you pretty much know what he's doing in the Army, by listening to mom and dad telling you what's going on, and he's kicked out of the Army for some reason, you know it already before that kid come home. So, and when they get out there bad mouthing the Army, then, you know, and then the ones that, the ones that do stay in, I just had one AIT in June, okay. Whenever I go to 5S I make it a point to go by his house, find out how he's doing, I knew he was home in June, I made a point to go to 5S and see him. He leaves the 23rd of this month, I think. He's my last one. I'll be going down to see him this weekend, you know, I'll be keeping track to see how he does in the Army. Sometimes they'll call me.

Interviewer: For some reason, the guy gets a bad attitude about the Army, you find out about it, you've been keeping in contact with the family, you aren't part of the problem, it's just something that he hit.

Subject: Well, it's just something that's come up there and me, as a recruiter, I need to know about it so I can call his drill sergeant okay. The kid might not be happy for some reason. He had, I put this one kid in. Overgrown baby is what he was. Well, he's the type of kid, he had to call momma at work before he could go to Burger King and get a hamburger. Well, he had problems while he was in training, bad problems, so it was a real problem and if it had gone further he probably been, he may have even got kicked out of the Army. I guess he, he just didn't feel that he was secure in going to talk to his drill sergeant.

There's so many different things that I really use, you forget half of them until you need them again. Then once you need them, it pops right back up.

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Interviewer: What do you think is important about recruiting?

Subject: I think the most important thing about recruiting is motivation. You have to want to succeed to get ahead. Motivation is ninety percent of the sale. If you're sitting down here with a young man, he feels that you are motivated and you enjoy it. And it's going to wear off on him. First impression -- motivation. I think that's the key to recruiting. You know, you, I think the biggest problem they have is they bring people out here that don't want to be here. You know, and that's, that doesn't make sense. Why? Because people are not being screened.

Interviewer: What about you because you were a DA select initially?

Subject: Well, the selection and promotion rate is so high in recruiting you'd almost be a fool not to. If you turn something down then all you've done is taken away from your career. You know, I figure I have nine years to do. I'm going to do what the Army tells me to do.

Interviewer: Oh, I, I understood everyone does that. But motivation's one of those areas where you can do it but not put a hundred and ten percent behind it and to be even more direct, one of the things we're interested in is how people have learned to get themselves motivated because there seems to be a transition period.

Subject: I had some good leaders. I think that's where it lies, in your leader. If your leader's not motivated, and he doesn't give a damn, why should you. I had good platoon sergeant. That was great for me. Now I'm having to work for someone where I feel I should have my own. I want that challenge.

Interviewer: So, as soon as you were DA selected to be a recruiter you had the motivation.

Subject: Yeah, I just come in and put on a airborne tape every morning and listen to that.

Interviewer: So how do you know when you're motivated?

Subject: How do I know? Well, you get a special feeling. You know, you feel good about yourself.

Interviewer: I mean if I was going to be you for a day, how do I know when I'm motivated?

Subject: You're looking forward to it, to actually sit down

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and tell him about the Army. That's important. If you're really proud of being in the Army, being a recruiter is not a problem. It really isn't. Just sit down and letting that come out on that kid, and most of the time that's what a kid's looking for. Somebody to take charge of his life and put a little motivation into it.

Interviewer: When you first get here in the morning, are you motivated?

Subject: You bet.

Interviewer: Is there ever a time when you're not? There's got to be a time when you're not motivated.

Subject: Oh, sure there is. Like when you get to the fifteenth, if I'm not done by the fifteenth of the month, that usually upsets me. What's wrong? What am I doing wrong here? You need to be searching to find out. Your time management's off or something. That tends to put you in a state of depression for a little while.

Interviewer: So you're not motivated then? Then you find a way to get back to motivation?

Subject: Get out of the office.

Interviewer: Get out of the office and at what point do you know you're motivated?

Subject: If I'm out of the office for about half hour and I go talk to a few people, people I've enlisted who are really happy about what they're doing. I probably have about 12 people in the Delayed Entry Program. And these people are really, they're up there, they're really motivated. I call them, even ask them for a referral that they might have. You're right back up. Most of the time they give me a sure enlistment.

Interviewer: Can you think of a time when you did that when you were sort of down and you dialed the phone and you called up?

Subject: Well, I'm feeling good for him really. Because he's showing an effort to get promoted. He's where I was the early part of the morning. I feel great. I got me a referral and everything. And you start experiencing what he feels. It wears off, just like I said when the person first comes in, first, the initial contact.

Interviewer: He actually says that to you on the phone, that

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he's feeling better? When he gives you that referral?

Subject: He knows he's getting that t-shirt. Those little things mean a lot to those kids. When that comes through on the phone to me, you know, you know I'm put in the position where I have to get motivated all over again. I have to start thinking what I'll do.

Interviewer: Because you gotta anticipate what?

Subject: A DEP loss. No. I enjoy working with them. And they, my people motivate me. I go play racketball with them, I take them to the gym, I'll go bowl with them, I take them out to lunch. You know, they rely on me so I can't afford to drop my attitude.

Interviewer: When you're, when you're really motivated with these kids, what do you focus on?

Subject: You know, I made a few mistakes in life --probably started off, people say no, but it probably started with a recruiter. You know, if he wasn't positive about me going into the service, you know, why should I be. You know, then you get to that drill sergeant, you never forget a drill sergeant because he's the most motivated person you're going to meet. You know, you start idolizing him. I look at that, a lot of my kids idolize me. Because I tell them, this is the way you do it. When you first join the Army, approach it like you're going to make a career out of it. Your first three years, bust your ass. I wish I had done that my three years. But now I'm in the position where I can give them that opportunity. That's what I'm thinking more than anything else.

Interviewer: When you, you look towards that drill sergeant in your mind, what kind of picture do you have and what are you thinking about?

Subject: He cared. He cared about his people.

Interviewer: Is there a particular incident you remember or think about that let you know that he cared?

Subject: Yeah.

Interviewer: What is it that comes to mind for you?

Subject: Being light skinned I usually had a harder time with the blacks than I did with whites. You know, it was a pain in the ass. I got into a few fights

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in basic training and my drill sergeant sat me down, he said, hey, don't let it bother you. You know, you're going to make it. And I knew he cared. You know, he wasn't just wasn't shoving me off as another soldier he had to put through basic training so he could send him to Viet Nam. That meant more to me than anything else.

Interviewer: You can almost hear him saying that?

Subject: Yeah.

Interviewer: What do you want in an assignment?

Subject: What do I want? Anything that's a challenge.

Interviewer: And what will having that do for you?

Subject: More than anything it's going to prove to me that I can do it. I feel that my sergeant, you know, he was my last station commander, you know, give me a failing station. I want a station that failed and bring it up. I know I've done something right.

Interviewer: And what's important about that?

Subject: It's a challenge, a goal, I'm into challenges. I love challenges.

Interviewer: How do you know that you've done a good job?

Subject: Well, the people will be patting me on the back, that's usually the first sign that you've come up.

Interviewer: What else?

Subject: I feel good about myself. I'll know that I have achieved what I wanted to. Usually the first sign in USAREC that you've done something well is they're offering you another job. You know, do you want this one? Now that you've done that one.

Interviewer: Any other way that you know you've done a good job?

Subject: Other than I feel good about myself, that's probably the most important thing to me. Know that I'm doing good.

Interviewer: Can you think of a time when you really felt good about yourself in terms of doing a good job?

Subject: You bet. I felt good this whole year.

Interviewer: Can you tell us about a particular time that really was, really marked out in your mind?

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Subject: When I made mission box for the fourth month in a row.

Interviewer: Okay. For you now, what's important about working this assignment?

Subject: I strive under stress. Isn't that weird? Isn't that weird? I go home for three days and if I don't have my uniform on I find myself coming into the office anyway. My wife does not like recruiting period. She wants to be stationed closer down where I live, down by 15 Air Force base. But I don't want to go anywhere near home. I feel my productivity would drop drastically. So I'm going to stay as far away from home as I can.

Interviewer: What would happen if you were home?

Subject: I think I'd tend to spend a little more time out there with my brother and my sister. I think that's too close to home. I think that's the worse thing.

Interviewer: What's important for you about working?

Subject: The challenge. The challenge of working. See if I can, you know, will the day be productive for me, can I go in here and make this day productive? Or will it just be one of those days when you just sit in the office and do nothing? That's the challenge. How many people can I talk to in a week? It's not no big thing, it's just a challenge.

Interviewer: Why did you choose to go Double OR?

Subject: Why? I enjoy the challenge of working -- there was only one other job I enjoyed more than this one. That was being _____.

Interviewer: What is it about working with people that would make you want to go with this kind of job?

Subject: You're helping somebody. You're showing this person how they can get their life on a course, okay, and if they follow those goals, how they can achieve it.

Interviewer: What does that do for you?

Subject: I get a lot of self satisfaction out of it. Knowing that I took a part. I mean, it's a small part but taking part in someone's life.

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Interviewer: Certainly there are other areas that are just as critical to the Army functioning. Somehow you decided this was where you'd like to be.

Subject: It's very easy for me. I do very well on recruiting. You know, and I know that, so I just, I want to stay with something I do well at. You know, why leave it? If you do something good.

Interviewer: Good. Tell me about one of your favorite working experiences, a one time event.

Subject: One time. There's only one that really sticks out. One of my areas is 2\$. I don't know if you're familiar with 2\$. _____ lived in 2\$. I was scared to death of working there, in that area. I just, I didn't want to have any part of it. I had this big thing about, no, no, I can't go out there. The first thing they do is string you from a tree, right. Now that's my best area. I came in and said, man it's just a mind thing. I came to find out I met a lot of people out there. That's all it was. But that was most enjoyable, overcoming that barrier that I had in my mind and making that a productive area. I remember that more than anything.

Interviewer: What did you like about that?

Subject: It was a challenge.

Taking a young man who had just dropped out of high school, he wanted to go into the Army as a non high school grad, he's seventeen years of age and I sat down with his mother and father, and I actually told them I refused to put him in as a non high school grad with the score he had. Because he had too much to lose. I took this young man, put him out into high school, he took his GED and everything and he's going to receive his high school diploma this month at seventeen. And he's going into the Army and that guy, that's all he wants to do. His parents couldn't get him to do anything, go to school or anything. And I overcame all that and put him in school and all he thinks about is getting a high school diploma, go in the Army, he's an engineer -- two years to get out, seventeen thousand dollars. He wants to come back in as an officer. You know, to me that was the most, that was a pretty good feeling. That kid calls me almost every day. You know, his parents want to write letters to the colonel and everything.

Interviewer: What did you really like about that?

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Subject: I achieved something. I took something that was nothing, you know, that was, that was the most memorable. He really looks up to me, I like that.

Interviewer: What is a good way for you to increase the chances for your success?

Subject: A good way for me to increase? I would say to keep moving up that ladder. The more and more people I have to deal with, and I enjoy the leadership I have, and I would like to teach it to a lot of younger soldiers, E5's, younger E6's. I'm a big preacher on motivation. And to be in a unit or in charge of a station where I can put that on someone else younger, I think that would increase my opportunities because if they're going to succeed then that's going to make me succeed. I'm going to move up that ladder, get promoted, eventually I want to be a first sergeant. The larger number of people I have to deal with I think the more successful I'm going to be.

Interviewer: Is there, what other ways can you get yourself moving up that ladder?

Subject: Constant challenges. I don't turn anything down. I don't care what it is. I don't know what it is so you know, the fear is there, you know, but you control it.

Interviewer: What's a good way for someone else to increase the chances for their success?

Subject: A good way for them to. I believe you have to have an experienced NCO. If you take the time, a lot of people are real hesitant in asking someone, well how do you do this? How do you do that? When you're afraid to do that all you're doing is ripping yourself off. They should always look at their senior NCO. I believe that the NCO should get the guy going up. You're starting to give a lot more power back to the NCO now. And he's going to be responsible if you're successful or not. If I have a weak leader, I'm going to be the same way. The same way. Get a good guy and model yourself after that leader. I think that would be the best way. If you have strong leaders in USAREC then you're going to have, that's how someone's going to move up.

Interviewer: Any other way?

Subject: Accept every job as a challenge. You gotta get into those books, you gotta be willing to learn.

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Interviewer: You think everyone can move up in the same way?

Subject: I think so. I don't believe we're all created equal, that's the farthest thing from my mind but we're all given the same opportunity to become equal.

Interviewer: Those challenges?

Subject: Yes.

Interviewer: What is the relationship between what you're doing this year on the job and what you did on your job last year?

Subject: Last year I was only 94 percent. I had a bad first sergeant. You know, all he was talking about doing was relieving me. And I was 94 percent. That's what it's about? I had a very weak station commander. He was out here for 42 months and didn't want to be out here. There was a new recruiter, he had an E7 who worked for an E6. For me being the youngest person in here and lowest ranking was a pain in the ass period. I found myself being the flunky. I didn't get to dedicate much time to myself at all doing the things that I was supposed to be doing. They had me filing, running testers, running people to the hotel. I didn't get to really channel, there was no time management. This year I have the time management. We work as a team. Everyone has a certain assignment. My production's a hundred and seventeen. I've made mission box quite a few times out of this year. The awards are there also.

Interviewer: Is anything the same?

Subject: No, it's all changed.

Interviewer: What's the relationship between what you're doing right now and what you were doing a month ago?

Subject: I'm doing the same thing. Time management. There's been no change in what I'm doing now and what I did last month. I'm working just as hard. There's no teamwork last year. This year we all work as a team. This year we all had one goal in mind. We all wanted to be successful. Last year we had no goals.

Interviewer: Tell me about a work project that gave you trouble.

Subject: That gave me trouble? I can't think of anything that gave me trouble. I really can't.

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Interviewer: Okay. One where that was real difficult to do but you were able to solve. You really had to work at it hard. A real challenge.

Subject: I can't think of one I had any problems with. I mean, the little things I've done are just class presentations. I have a little problem with talking to people.

Interviewer: How do you know that someone else is good at their job?

Subject: Productivity's up, person feels good about themselves. And they, you can always tell when a recruiter's doing good because he'll offer you help. That's the way I feel.

Interviewer: Help out a recruiter?

Subject: He'll ask you man, what's the problem, you know. We do that now. We'll sit around with TTE recruiters and say, look, man, do it this way as an approach as to how to handle objections. You know that recruiter's been successful. You can always tell when a recruiter's not successful because he'll never give out anything, he'll never extend himself. Say, this is the way I did it and it worked.

Interviewer: What would happen if he extended himself and he wasn't doing good?

Subject: Well, the person would probably perceive it as, why should I listen to him, he's a failure. Cause him to be a little bit more withdrawn. A successful recruiter, he'd be the first one to come give you a hand.

Interviewer: How many times does he have to demonstrate this before you're convinced?

Subject: Once or twice is usually enough for me.

Interviewer: So when you say once or twice, you mean making mission box?

Subject: Not necessarily. Let's say he comes in here and I can't handle an objection. My station commander, he'll sit back there and listen to me make interviews and he'll sit right here. And if I can't handle it, he thinks I'm having trouble, he'll come and say, how you doing? you know. And I look at that, and once that person responds and he handles that objection, okay, and they say, yeah, that's no problem. You know, to me that's

impressive. You know, because he's showing me his -- what he's done. You know, I retain that. That's probably the way you know. You know he's been successful. He's dealt with that already. That's probably about the best way.

I wanted to be a vehicle mechanic and I ended up in the infantry. But I didn't even know, 17 years old, soon as they got parental consent, they did whatever they wanted to do. They called my parents, they said I'm going to have to go to 3S. They're talking infantry. My parents were pissed. Of course I was pissed too, once it hit me and I knew what I was doing. You know. It's good now, but --. I tell the kid if what you wants not there on the list -- I've had one QNE the whole year. To me that was a bad experience. Eventually I grew to like the infantry because the adventure was there. But at 17, you know, --. When I re-enlisted I did whatever I wanted to do. I went back to school, I came in without a high school diploma. And I finished that off in about four months, then went and got my college. That was the most terrible thing. It was a pain in the ass. My first enlistment was really rough.

It's a good feeling. It really is. This trial close is not important. They say that's all there is is trial close. To see if you, you know, because if you're halfway through this, like I said, people get bored. An hour and a half you're sitting here talking to him on the Join and you want that person during this whole time to feel like he's part of that interview. In a way, like, he's controlling it. That's really important. We've got to make them part of it. Let him know that he's trying to make decisions at the same time. Because I always ask him, you know, like you said, I'll ask him, is this what you want? Well this is the way you're going to have to do it, John. And that's important. You've helped him make a decision but you let him think that he made it on his own. Because, you know, everyone has a bad image of a recruiter. I don't care who they are. You have to overcome that. The key is to care about them so much.

Interviewer: You care about them.

Subject: That's what I call it. Just showing interest in the person.

You know, recruiters get so hung up in objectives, putting this person in, that person in, forget about what he wants. You lose him. If you rush an

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applicant, you're going to lose him. Because he starts sensing that the only thing you want to do is make your quota.

Interviewer: I picked up you set your goals, you'll have to fulfill them.

Subject: See my biggest objection with him was overcoming ? That was the only objection for him anyway, that's why I had to do a lot joshing with him. Because he felt like he was isolated, everybody's watching, you know. You got to think of Mom, too. There's so many people involved in a sale. Like when she left out of here -- you got a few goals now, man, you can sit down and talk with your mom about it. It involved her. That's important. It's really important. There's so many people involved. If you treat that one right. This kid's going to go out of here and he's not going to have anything good, but good to say about the Army. That's advertisement. I'm doing my job and at the same time I'm helping him. Makes the job easier, it really does. Having him bringing all his friends in.

Interviewer: Is that selling smarter?

Subject: It's working smarter, not harder.

He would be an E2. You turn an E2 it's a hundred and twenty dollars difference in pay. Now if he had any referrals, he'd have brought them out at that time. You don't have to ask, come out and say, I hate that phrase, ask for a referral.

Interviewer: Well this was a case of this was a walk-in that you think, you know, it's low chance he's going to do something on his own.

Subject: Yeah, a recruiter can't afford to go out there. Now if the kid asks -- I always have to let them know, if you do not fulfill your part of the bargain or your obligation on that contract, we're going to discharge you. Right away he says, what kind of effect does it have me. Because he's scared. Being in a Delayed Entry Program for a high school senior does nothing more than force him to finish school. We're making it easier, we really are. I spend a lot of time in my high school. A lot of time, I tell them call me A\$, you know, a lot of them will just do it out of respect, Sergeant B\$. I don't care if it's a little stupid thing, kid over weight, whatever it may be, even if a kid's just -- you gotta talk to him, he's got friends. You gotta talk to all those people.

When I first got out here I was left one person in the Delayed Entry Program. Okay, and I worked that person. I actually, you gotta give them a sense of, that they're in the military. Because if you don't then you're ripping that kid off. You're not letting, you're not preparing him for basic. Start telling him what to do. You tell him what you expect from him. The DEP log tells the responsibilities of the Delayed Entry Program. You tell him, you say, look, by this time and date I want you to have two referrals because we're going to get you promoted. He's going to give you those names and I started my prospecting from there. And eventually it grew, out in 4\$, okay that was my best school last year. I enlisted about 6 seniors out of it. This year I only enlisted one because I slacked off and went to 5\$. Okay, so if I'd kept it the same -- I figured that school would take care of itself. That and getting on the phone, usually about ten calls, I'll usually get about two appointments out of ten calls.

Interviewer: Okay. So you try to get names from people in the DEP program. Any other way of generating leads? Do you get referrals from the high school counselors?

Subject: You bet. Yeah, I always do. I get quite a few from the high school counselors. Career center mostly, the technicians in the career center. And, of course, they want small favors. You know, usually, but if I bring you, if you call me and ask me for some book covers and I give you five hundred book covers, you feel obligated to me. You know. Say, you heard of anybody? Recruiters waste time. You have a lead you find at school, the name of all the high school seniors. A recruiter's sitting down there trying to contact every one of those kids. There's 356 maybe kids on there. What's wrong with going and asking that career center technician, what's this kid planning to do? What's that kid trying to do? Then when you call them, you know, it makes it a lot easier. I understand it, you know.

Interviewer: So you prospect through the teachers and guidance counselors.

Subject: You bet. Give them classes, small speeches in the classroom. The workshop teacher, he's always asking me to do that. Will you come down here and talk to our students, you know, they're starting to get away from me. No problem. And ASVAB, you gotta have an effective ASVAB program. Because it

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tells you who is qualified and who is not, you don't waste your time. Time management is very important.

Interviewer: Have they always been receptive to the military?

Subject: Most of the teachers have all been in the military one time or another. And they've gone and gotten their education through the GI Bill. So it makes it really easy.

Interviewer: Did you have to establish a relationship with these people or were you, you know, sort of given them when you came in, introduced to them?

Subject: I was introduced. I was introduced. But they kept, you have, I go up there and have lunch with the teachers in the teachers lounge and stuff like that. I sit around and I joke, sit around and tell jokes. And that means more to them, I've been to the teacher's houses for dinner. You know, it's enjoyable. These are the little things they tell you to do in school. I mean that's like, the basics, the basics are solid. It's the recruiter finding his personality and relating it to the job. That's probably the most important thing. Finding something that works for him. The same thing doesn't work for everybody.

Interviewer: What do you do when something doesn't work?

Subject: When something doesn't work? I find an alternative way to make it work.

Interviewer: Do you have an example of that?

Subject: My ASVAB program. It did not work. Okay, the reason it did not work is because there wasn't enough publicity placed on the ASVAB, the reason why it should be given. It went from 12 students tested to 79 this year. You know, and that helped me tremendously.

Interviewer: What brought the change?

Subject: The focus. At first I just went in there and asked. And then all I had to do was start telling students, stopping students and say, hey, look, this is the reason why you should take that test. There's a stigma on everything. First they're going to think is the only thing you want to do is get them in the service. Show them that's not all you're interested in.

Interviewer: How do you show them you care when you ask them to

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take the ASVAB?

Subject: Usually I'll tell them that it's going to help them for that guidance in career that you want to get into because it's going to show aptitudes in certain areas. That usually works better than anything.

Interviewer: How do you identify, or how do you find out who the key person should be that can help you?

Subject: I start off with my class president. They are someone who's on the varsity football team, playing some kind of sport, because he's macho. If you can take this guy and they say, don't use a Rambo image and everything, but this guy is really macho, okay, and he's the one all the women like and guys like. You want to key on those persons, because everyone is going to be hung up on peer group pressure and they're going to want to do what this guy does. That works really well.

Interviewer: Are those guys, you know, are they receptive?

Subject: Well they usually come talk to you because they don't want anyone to think that they're afraid to talk to a recruiter. It's a little easier talking to them.

Interviewer: What would you, cold call to them?

Subject: You bet. You bet. They have yearbooks. And I'm an avid reader of the newspaper. Every little thing I get out of the Times Advocate, I look in there. This guy here, he was chosen most valuable player and I'll get on the phone and call that guy Saturday night.

Interviewer: Are there any other sources other than high school and two-year colleges?

Subject: My parents do a lot of recruiting for me. I've had a lot of parents call up here with a referral. And when I have people come home from basic training, they help me out a lot. I even take them over to the high school.

I had, last June I enlisted _____. Her father brought her in here who once was a lieutenant commander in the Navy. And the Air Force, most people say the Air Force. That's easy for me to overcome because my father did 20 years in the Air Force. And I know, I know. And I always use the example, my father was in there for 20 years and

retired an E5. The selection was really slow. Then I usually tell them, I said, well it took me three years to make sergeant E5. I was 19 years old. They say, oh! It's a big thing. Using yourself as an example really helps the kid a lot. And they look at that because they have some -- that motivation, always let the kid know. You know, if you're up about it, he'll buy it. He'll buy it. A lot of recruiters will tell a kid, oh, no problem. You'll get hired as a police officer, you'll get that job when you get out. You can't promise them anything like that. You gotta tell that kid flat out because he's going to go asking about it. So if he finds out, you've lost that contract. You've got to be very open. A kid asks you about a job, you just flat out tell him, I'm not even going to talk to you about jobs. I'm going to tell you about the benefits. If you sell that kid a job and he's not qualified, you destroyed him. And he's going to think the recruiter's an asshole.

He wanted airborne. That's all he wanted to do. His brother had been in the military and he said if he had stayed in he would have went airborne. And he was disqualified for airborne so he didn't go in, period. He wore glasses and his eyesight far exceeded the norm. That happens. You just have to sit down and tell them, John, they're going to take your scores, they're going to place them in the computer. The higher you score, the more jobs are going to be available to you. Now if you got the choice of choosing any one of those jobs you want, John, if what you want's not there, then don't enlist. You know, by that time the kid feels so obligated to you, that you took the time to tell him, he's going in the service. Because he thinks that's going to make you happy.

Interviewer: He feels obligated because of what?

Subject: Because you've taken the time to tell him that. You've been honest with him. And when he goes back to his friends, hit them with that. The recruiter told me, you know, if what I want is not there, don't go in. He's going to go back and tell his friends that's all he wanted regardless of whether that's what he wanted or not.

Interviewer: What you find to be the most critical part in the sales process?

Subject: For sales, no I don't have a problem with sales. I don't think I do. I enlist about 77 percent of the people I talk to. Most recruiters are afraid to

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ask for a commitment. That's the way you can tell, when you start having a large QNE rate, you know, it's usually because the recruiter has not asked for a commitment prior to when you got down there. He probably told you, well go look. Or he hasn't established a goal, why should the kid join the Army. Why is the Army going to benefit me? What am I going to get out of an Army enlistment? That's important. Needs and benefits. I think that's where most recruiters -- it's that they don't know how to paint that picture. They don't tell the kid why, or whatever. I think that's where they lose most of them.

Interviewer: How do you get that commitment? What are some different ways you've done that?

Subject: I'll constantly ask him through the sales process, is that what you want? You know how that's going to benefit you, right. You know, the first thing a kid's going to come up with is, I don't see how that's going to benefit me. Well let's take a look at it. You know, that's what you have to come back with. I think that's where most of them lose it. They're afraid to ask for that commitment. Why he would want to even go in the Army. You know, because he may have an alternate way he's looking at of achieving the things that you've brought out, you know, whereas it could be a lot easier for him going in the Army. That's probably the biggest problem. Afraid to ask for a commitment.

Interviewer: And when you say a goal, would a goal be like an MOS area?

Subject: He might want to achieve college. You know, everyone knows that the student loans have been cut drastically. You can get, a kid can go in the Army for what, two years, and get seventeen grand. The school he wants to go to may be thirteen thousand. You know, he's going to have pocket money, be able to buy a car and live like a, you have to tell him, John, you know the reason why most people don't complete college? You know, the money's not there. You're going to have that money. You're going to be provided the opportunity to go to school while you're in the Army, keep up with your education and at the same time have the money to fulfill your dream of getting that education. You know, you have to paint a picture. I think there should be a class on that aspect. They should come out with a book. For instance, most kids want to buy a car, a truck now is the big thing. Okay. Now if I get a kid in here, 3A is the market we're supposed to put in. If he scores a 50 or higher and I tell him he

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can get a five thousand dollar bonus, is he worrying about what job he's going to go in? There's no way, he's not thinking about that. He's thinking about the truck. I've made him focus on that truck. So if it comes up and the only thing that's on the computer is infantry. And I say, John, there's five thousand dollars there to get that truck that you want, that jet black truck with those chrome wheels, say, you come on back here to California, fly on down that highway. All right, pick those girls up, head out there to the beach, all right, have your little, you know, little party on your truck. You know, that's what the kid's going to be looking at. He's going to benefit. He's already picturing himself in the truck with that five grand.

Interviewer: Does the Join help at all in painting that picture?

Subject: Join puts you in a position which says, you want to know more, ask the recruiter. Okay. And then the recruiter, okay, a new recruiter out here, what he'll do is, did you understand that? And go on to the next subject. You know, you have to elaborate on each one. They tell you as soon as you get one, stop, you got a commitment. I go through all three of them. You know, then I ask him if he'd like to see anymore. That usually works. They come out with these requirements of showing if you get the close after the first one, stop. But what happens if that bombs later on during the process? I mean, you're lost. You won't be able to hold on with that, you gotta come put him back on the Join. All right, by that time the kid's already made up his mind he's not going in. You know, because you haven't sold him the first time.

Interviewer: So you got sell him the first time.

Subject: I would say so.

Interviewer: Does that mean like the first visit?

Subject: When the guy QNE's, he comes out to the recruiter, you know he's begging. If an applicant knows a recruiter's begging then he senses that you're only trying to fulfill you're needs, not his. You know. It's hard. You usually lose most of your QNE's. They're going to be gone. They'll walk right off on the floor.

Interviewer: In terms of the SMAATTRESS -- what do you think?

Subject: I think the SMAATTRESS is damn good. Because there may be some things in there that a kid -- in

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the back of the kid's mind that he thought maybe he could not have. Okay, but you're going to show him through the military how he can have those things. He just probably just put them away, like that new truck. You know, I'm not even thinking about a new truck because I'm only going to make 574 dollars a month. How I'm I going to pay for this and that and that? Whereas, you get a five thousand dollar bonus, that truck's going to pop back up again. More than likely it's going to come out in that money mode.

Interviewer: So you're using it for more than just identifying his top three interests?

Subject: Right.

Interviewer: What are the other uses of using it?

Subject: More than anything I would say their hidden wants, I would call it. There's other things that interest him. And you have to find them. Most recruiters will get to a point where they think that it's been answered sufficiently. You gotta have that line. Now why is that important? What's the reason, Johnny, what's the reason you haven't accomplished that? Like going to school? I haven't had the time. You know, that may be a big thing later on when I come back. Maybe something else. When he came out with adventure, now adventure I thought was really important. But it wasn't dominant. And he came out, and that's why always ask over, why do you think, what three are important to you? Tell him, play a little game, right, two out of three, that's what the school will tell you. Two out of three. He picked money and not adventure. So you have to keep asking. I love the SMAATTRESS. I think it's great. I think we tend to rush our time with it though. We should be taking our time.

Interviewer: I think you probably have a way of doing a quick cut as to whether they're worth pursuing. You get a lead, is that?

Subject: The first thing I want to do is establish rapport. I don't ever want to have him come, it's degrading to just walk straight into an office, you'll see a lot of new recruiters do that. Are you a high school grad? Have any law violations? Nobody wants to be treated that way. Period. Come in an office, I want to sit down and talk, I don't care if I'm disqualified, I don't care if I committed murder last year. If you sit down and take your time with me and explain to me why I'm not

qualified, I'm going to think more of that than anything else. The rapport will make the guy tell you himself, you won't have to keep asking it over and over. I'll ask him if he has law violations. He'll tell me, he'll flat out, he'll just come out and tell me because we have trust between each other. For medical, if the guy comes up with, let's say he had his appendix removed last year. I'll say, well John, that may cause you a problem. However, we're going to provide you with the best chance possible of getting you into the service so you can do the thing that you want. He knows you care. Everything has to be geared towards caring.

Interviewer: Is there a difference between caring and what you mean by rapport?

Subject: It's such a thin line. You know, such a thin line.

Interviewer: Is there anything else that goes into getting rapport for you?

Subject: First thing I do is eliminate that title. You know, the Army says you should use it always but how do you tell a seventeen year old kid, you know, call me sergeant. You know he has no type, you know, no nothing to deal with any type of regimentation. You know, and you're trying to convert this guy over and the first thing you say to him is call me sergeant. It doesn't, you know, wait until he gets into the Delayed Entry Program. It doesn't work. Right away the kid's going to go on guard because you told him that you're, you're so professional the only thing you want to be called is sergeant and you're sitting here trying to deal with him as an Army recruiter. So once you tell him say AS, John. As soon as he hears his name and you told him to call you AS -- really close from that point there. John, tell me what you're doing with yourself this summer. You know, you have any friends in the military? No. We usually stop them in front of this board out here. You know any of these people up here? You're building rapport. Just like you said, they're usually going to go by what they see. Kids are shocked when they find out all their friends are in the service, they want to be part of it, too. They want to know why their friends did, their curiosity is there. And right off the bat -- challenge.

Interviewer: Like what would be a challenge?

Subject: John, you sure you can make it in the Army? Is this what you want? Right away because then you know how hard you have to work. The kid is open

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mindful and all he wants is in the Army, and you'll be able to manage your time a little bit more effectively. You know you don't have to go back and spend an hour or two hours with this kid, you know, explaining. He already knows most of it.

Interviewer: Do a lot of kids initially think that anyone can get into the Army?

Subject: Yes. Yes. The Army is still overcoming that foxhole image. You have to give them a statement like, John, do you know only one out of every five people qualify to get in the Army? It's getting really tough. I like to use the average enlistment in the Army's about a year of college. You're throwing him a challenge. I want to go out and do it, I don't have college but I know I can do it. Right away you're challenging him to make a decision. And you are the majority of the time.

Interviewer: You just said not only the challenges but challenging him to make a decision. I think other people sometimes give challenges but don't make them make a decision.

Subject: That would be something like a recruiter asking if, could he handle going through basic training. But then leaving it at that and closing and never ask him for a test and tell him we test on Mondays and Wednesdays instead of saying, John are you ready to join the United States Army? It would be like leaving that open. That's where the recruiters lose, they don't ask for the commitment, it's as simple as that.

Interviewer: What kind of incentives do you feel there are now for recruiters who do a good job? What's the incentive to making over quota?

Subject: Awards. I'm working on my gold badge right now, 115 points.

Interviewer: What does that get you? What's important about that?

Subject: For me that's a good job. I know I've earned it. It's a mark of distinction to see that gold badge. You know that's a seasoned recruiter who's got that gold badge.

Interviewer: Are there any other incentives?

Subject: We have different awards in our battalion. Commanders award, certificate of achievement from the general. All those mean a lot especially from

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a general officer. You know, we should have softball games, all that. If you get out and exercise it helps you a hell of a lot. Because your mind is a lot more clear. A lot of people say, no, there's no way. You sit out here and you get heavy and the next thing you know, they're on him about the production, they're on him about the weight. So, the good thing about recruiting is that you can control your own destiny.

Interviewer: How's that?

Subject: Well you decide if you make it or fail. You know what you have to do, you know, and I've had a lot of months where, I usually have my people in by the fifteenth of the month. Okay, last month was a rough month for me because I was wore out. If you're done by the fifteenth you get to go do those things. Fishing and all that.

Interviewer: If you make quota you can just take off?

Subject: Well, yeah, I can tell the station commander, hey, I'm going out here and go fishing for a few hours. Take some time off. That's important for me. But you can fool around. That's important. And we have these little gold coins, turn two of them in, you get a day off.

Interviewer: How you get a gold coin?

Subject: By making mission box and over production.

Interviewer: Time management.

Subject: I had a physical today and I had three testers. And that was going to take my time all the way to 9:30 when I had the interface with the station commander. Okay, now this wasn't done because there's always going to be things that come in. As long as you get your interface done during that duty day sometime.

Interviewer: What is the interface?

Subject: That's interact between you and the station commander to find out what appointments you've made, what you haven't done. You go over how you can better different performances during the day, time management is the big thing. Old appointments that you haven't followed up on and the reason why. People who want to terminate that you eliminate from the system. There's supposed to be a closed loop like system, whether there's no way out of the system, complete the cycle. After that I have

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phone calls from eleven, okay, which was not done, okay, so I'll write out here in red, usually, I cancel and the reason why. Okay, the reason why would be because I had a sales presentation to give. Okay, then I had lunch with C\$ who is the individual who just left here, my DEP. Okay, at 3:30 I have paperwork, rather at 2:00 paperwork, okay, that wasn't done because of the appointment that came in and pushed everything down. But I have phone power from 3:00 to actually it will be 4:30 and then I have a MEPS run with an individual named D\$. Okay. The biggest thing about time management is when you make a plan to stick to it. So many people do not stick to their plan. They'll set up a guideline and then they'll go out of it and then all that does is cause havoc because the person doesn't know what he's doing and why he's doing it. A plan should be out at least a week, that's according to the regulations, okay, and it will tell each day what I plan to do on that day. Okay, my DEPs and everything else, he leaves tomorrow morning so the first thing should be in there is DEP out. Okay, then interfacing every day, area canvassing, and I have a school visit. I try to make this coincide with my time management, I'm going to have to be at the high school, so why not do some area canvassing prior to going to that high school to find out those grads that haven't found work, things of that nature. We go by the Burger King, McDonald's, things of that nature and we even go in there and make a remark like, is this what you want to do for the rest of your life?

Interviewer: You'll say that to a person working?

Subject: To a person working at a McDonald's or something. I mean usually then you're throwing that challenge at them. You leave that with them. The unemployment office, I don't use them that much because I don't think they're reliable.

Interviewer: Area canvassing.

Subject: Right, actually with area canvassing you never want to go out into an area unless you have a set location to go to. Now ours is a fast food chain. Okay, because you can offer the kid \$574 where he's only going to be working there for 250, 300 a month. Usually the people who work in fast food places have a low standards. You know, they think that that's as much as they can get out of this. And that gives a recruiter a very good opportunity to enhance the person and let them know that, hey, they can offer them a lot more for what they're worth. You don't want to be, you know, shoveling

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grease for the next eight hours. And that usually means a lot to a kid. Usually we'll just drop a card and say we'll give you a call. The majority of those kids will call you back. I hold all my appointments in fast food places. I usually set up a follow-up appointment and have them come in, into the station. And most of them will want to meet on a neutral ground and a fast food place is good for that.

Interviewer: Is that true for even non-fast food people?

Subject: Yeah.

Interviewer: About your initial appointment, do you tend to have them not here for the first appointment?

Subject: Yes. You want to offer them two alternatives. Either the home or here or even at a fast food place and they'll usually tell you where they want meet you. Only thing you want to do is make contact with the person initially. Most recruiters will go out on that as if they're going to put the guy in, in the service right then instead of sitting down and actually working and usually that causes a pressure sale. People are turned off by that.

Interviewer: How long would a first appointment be? And what would you cover, just generally?

Subject: Usually about thirty minutes. I have a small sheet I follow that lists everything. It's one of the sheets that the Army came out with listing the different things you can get in the service. It gives me something set to follow. Otherwise you have too many variations and you end up missing too many programs. If the school has an ASVAB, I usually suggest they take the ASVAB in school because it is a little easier and provides them with a chance to score a little higher. If not, I'll ask him if he would like to take the test or set up a follow-up appointment for him to come in here. And I'll sit down and put him on the Join and explain programs.

Interviewer: Is that something you just discovered on your own in terms of meeting in neutral sites?

Subject: Most of the people met in the neutral sites are off of the school listing.

Interviewer: Would most other recruiters tend to always meet in their office for the first visit?

Subject: No, not in this office but most recruiters will

have them come to the station because he's afraid to get out of his environment. And that's a hindrance. House calls are probably your best bet. I love housecalls. Because if you sell Mom and Dad, he's going to do what Mom and Dad says. Everyone I've done a housecall on, I've enlisted. It's not so high for going into fast food places and it's even lower going into the high schools. But a housecall, Mom and Dad know what it's like to come out here, okay, and try to find a job. They understand VA and all those other benefits and the money for college. You know, all they see is that they don't have to take out a second mortgage on the home to put this kid through school. He's going to do it on his own. So that's really, parental consent, they'll usually ask you, where do I sign. That makes it enjoyable. You know, if you go over there and don't eat a meal they're usually going to feed your something. Usually they'll tell you about other things. You know, give him a call. Especially when you tell him in front of Mom and Dad that he can get promoted and make a hundred dollars, a hundred and twenty dollars more a month. Mom and Dad are going sit there and try to get him promoted also. They really do.

Interviewer: How do you decide? How do you plan out your schedule, how do you do it?

Subject: Well it's going to coincide with your work plan. Your work plan tells you that you have to have two grad appointments, one senior appointment and two female appointments. Okay, so in the morning I know high school seniors are going to be in school. There's no sense in calling high school seniors during that time period. So from eleven to lunch time I'll call nothing but high school graduates to achieve my grad appointment. Of course I take lunch and then I'll do my paperwork, squaring away my 200 file. Okay, that's so I don't get ahead of myself on appointments I've made and everything. Get them out the way right away. Okay and put them into my box. A lot of recruiters come out here and do the card shuffle. You know, we'll call a recruiter and they call an applicant and they follow up on the no shows one time and the recruiter loses interest. You know, because the kid's lost, there could be a million reasons why the kid didn't show for the appointment. You should contact at least three times, find out if he's actually interested. May be Mom or may be Dad who doesn't want him in the Army or whatever. In the evenings usually from about three to about four thirty I'll call my seniors. That's all determined by, you have to have thirty percent of the seniors

contacted by the end of September. So I'm going to have a large time span in there for seniors. Now I'm going to list that in there for at least two hours, calling high school seniors. Even if I'm not contacting them personally, I'm contacting Mom and Dad and I'm putting a bug in their ear about twenty-five thousand two hundred dollars. If the child's not home I'll tell them why I'm calling. And maybe in some way, a lot of, they'll say I want to get him in the Army, I'd like to enlist him in the Army. The key is to say, I'm hoping that we can enhance John's future some way, you know, through the military, enhance his education. And then right away Mom's going to think well that we're trying to help him rather than all they want to do is put him in the service.

Interviewer: How would you do that? You're calling me, I'm a parent and I say, John's not home. What do you say to them?

Subject: First I'd ask them when I thought John would be home. She says about five o'clock and then I'll ask her, ma'am, do you mind if I call him again at five o'clock and they'll tell you yes or no and you'll know from there. Ma'am, are you familiar with the Army's college fund of 25,200 and most of the times when the figure alone, the parent will come up, no, can you tell me a little bit about that program, I've heard it on t.v. And you explain it from there. You know, it works really well. Usually you'll get a call back from the kid. Okay, my mom was kind of curious about this program, could you come out to my house? It really works for the kid. The thing is to put out the word as much as you can. Because if you don't all you're doing is cutting your own throat.

Interviewer: We've been told at least by some private sectors that the rule of thumb is you lose three quarters of your time in terms of the total number of people you contact. You only get 25 percent of the people at best. What do you find when you contact?

Subject: That's probably about right. About 25 percent.

Interviewer: So if you keep hitting people, that's how you keep everything up.

Subject: The average high school senior probably changes his mind about four times in the course of the school year. As soon as you hit on the right senior and you've enlisted him, the others will follow. They will actually follow him. They're going to do what he does because of peer group pressure.

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Interviewer: So they're flipping back and forth. Do you find you lose them, you get them back, you lose them, get them back?

Subject: If you have a strong high school program, okay, hopefully you've talked to enough seniors during that school year, whereas when they graduate they're going to become high school grads and you're going to see the work you did. Your productions going to be there because these people are going to all come back. Okay, that's what we're experiencing now. The people we talked to last year are coming in as high school grads and they're saying I'm ready.

Interviewer: So you'll actually speak to juniors.

Subject: We talk to seniors, but when they graduate they'll be grads and then they all come back because they remember one or two things that we told them through the course of the year.

Interviewer: They're grads and they decide the Army's where they want to go now that they've graduated.

Subject: They worry about the summer. We tell them over and over, that's probably the big thing to overcome, is for a high school senior to lose his summer. He just went through a whole year of school, you know, and to tell him to go in the Delayed Entry Program and choose the time they're going to leave, they usually do not want to hear that. Especially in this environment because this is a beach environment. And the biggest thing that pops in their mind when school's out is getting out there to that beach. It works though.

The biggest thing is that you make a plan you should stick to it. Don't put variations in your plan.

Interviewer: It sounds like it's pretty constant week to week though. Is that correct?

Subject: Yes.

Interviewer: There isn't a lot of new planning that pretty much the schedule is the same.

Subject: It probably takes about a month to actually determine what plan's going to actually work for you. You know, your production. You know, if you're off on your time management, you're not accomplishing anything, it's going to show on

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production. If you're not contacting enough people. Why are these people falling out, you know, as you ask them for a commitment? It will all show in your work plan, by your production.

Interviewer: Good. When you're working with an individual person, you meet this prospect, how do you form a strategy for recruiting that person? You may want to think of a particular example.

Subject: Let's see, with the young man I just had, okay I worked him for a whole entire year. Took the test the first time and he failed it. Kept the rapport and everything, and he took the test again in high school. Okay, because they had a mandatory school test of all high school seniors. He didn't know that he couldn't take the test over. Okay, so we waited another year and I kept the rapport up through the whole year. He wanted to be a military policeman. Okay, this was my fault because I had talked about when I was a military policeman, he had become sold on the job. When he got down to San Diego and finally decided he wanted to enlist, the only thing that was on the computer for him was transportation and infantry. Okay, and I told him, I said, you know you have to be at least 21 years of age. He said, yeah. I said, well, let's think about what you want to accomplish. He said, I want to eventually be a cop. I said, well, let me tell you how I did it. I started off in the infantry first and then I got myself established, made a little bit of rank and then I went into the military police. And he said, well I should do that too. And he eventually went into the service. He's been, he sends me people all the time. He talked to this person, talked to that person.

Interviewer: Go back to when you first met him.

Subject: He actually came into the station. I was supposed to do a housecall but he had caught strep throat. So we put it off for about a week, okay and he came into the station after he got over that. And we sat down and talked and everything. He had looked into the Marine Corps. We just hit it off really well. Okay, we'd joke around and everything and he had a Volkswagon out there. And I took interest in his Volkswagon. I was telling him other people I knew and he was going out and talking to them about how he could pick up his Volkswagon. And from there it became trust. And it worked really well from there only thing he wanted to do was go into the service and be a military policeman. He understood there was a round about way he had to do it. But he was just glad someone took the time to

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explain how he could. And to have someone who was interested in his bug, that was the biggest thing in his life.

Interviewer: Can you think of a time that you recruited, that you were able to recruit but you really had to really think what to do with that person? Try different things and so on and so forth.

Subject: Prior service would probably be the most difficult. That's probably my most difficult enlistment.

Interviewer: Is that different from enlisting --

Subject: You bet, because, first of all you're dealing with a person who has a knowledge of the military. Okay, there's things you can tell him, okay, and he's going to sit right there and say, no, that's not the way it is. I know better than that, you know, it's bull. And the only thing you can come back with him on is, well, things have changed. Let me tell you how it works now. And there's always that doubt there in your mind, you know, that he does or does not believe you.

Interviewer: And how do you, you've got this doubt, how do you decide what to do?

Subject: Usually I'll come put him on the Join. Okay, they say do not use the Join on prior service. I think that's about the stupidest thing. If I think a prior service is really shaky about what he wants to do, I'll come put him on this Join. And try to treat him as if he's a new applicant coming into the service all over again. Because then you can reprogram his mind to think opposite of what it was. You know, one bad experience in the military is going to cause him to be withdrawn. And you come and put him on this again and you treat him just like he had just went into the service for the first time. And usually you'll get the enlistment after that. They always want to talk jobs.

Interviewer: So you make them feel like, you treat them like it's the first time. Do they begin to act that way?

Subject: Uh-huh.

Interviewer: Super.

Subject: You have to reverse him. That's the biggest fault, they say you do not put non high school grads in prior service on the Join. They don't need it. Well, so much has changed that they usually don't

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remember. You just have to be able to handle the objections, because they have a lot of them in prior service. A lot. That's the worst kind of applicant is prior service. A young kid has no concept of what a job is. There's just nothing there. They don't, they're looking at benefits, what they're going to get out of it more than anything else other than the job.

Interviewer: Is that what you primarily think about, how to make them understand the benefits?

Subject: Uh-huh.

Interviewer: Do you have different ways of doing that? I mean, do you have to change what you do for different people?

Subject: You bet.

Interviewer: Can you give me like a contrast between two different ways you have to sell the same thing?

Subject: Okay, for a 3A, I'm going to sit here, usually their dominant buying motive is going to be education. So I can really stress education with them. Tell them about how they can get that \$25,000. When you get someone who only scores a 49 for instance, and you've talked to him about Army college fund because he showed that he would cut that on the computer, you have to go all the way back around and tell him he's only getting 10,800. And that usually causes a problem so you have to go back and sell him a skill. Okay, a different training area.

Interviewer: How do you decide which skill to sell him?

Subject: Based on his answers usually. I usually tell them to pick a group of five different things and the chances of one of those being on the computer is extremely good. Okay, because I've never had a QNE except once. And they guy went in. He was the same way, he cut a 48, he wanted the college fund. And eventually I just told him, the tuition assistance while he's in is going to allow him to knock out two years of college where the 10,800 is going to cover the remaining of his education. And he left it alone. The average college student coming in doesn't want to go to school right then. He wants the money for when he gets out, with 50 or above. I don't know what to tell you. It's hard to tell you in words.

Interviewer: Strategy in selling to Cat 1's and 2's versus

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everybody else.

Subject: A Cat 1, I have a Cat 1 now and he had a 97 out of 99. Usually what we'll tell them and USAREC says that's a no-no to sell a job. But I know in the back of my mind that if this guy cut a 97 he's going to get anything he wants. And that's what I tell them.

Interviewer: Is the selling of a Cat 1 different?

Subject: No, they're easier. Well, you tell the person, usually a Cat 1, they're usually self centered, okay, and they're very obnoxious. You let them think the world of themselves, the guy's going to say, yeah, yeah. You can tell him that, you can tell him, man, just about any program you want, you've got it. It's that simple with Cat 1 and 2. Because you know he's going to get whatever he wants.

Interviewer: Can you get them when you need them, Cat 1's, are there enough of them out there?

Subject: I think so. Pretty high, Cat 1, in this area. This is a college community.

Interviewer: There's a rumor that they're real hard to sell because they're so bright they can go to civilian jobs.

Subject: Usually that's not what they're looking for. A Cat 1 comes in here, the first thing usually what he says, is he's looking for some adventure. And the Army can offer him adventure more than anybody else. You know, he wants a change and he'll come right in here and tell you that. I'm fed up with the job I got. All I want is a change. I want to do something different. The young man that I enlisted not too long ago, all he wanted to do was rangers. He had an associates degree, okay, in political science. He wanted to be a ranger and he told us that. If I don't get rangers, I'm not going in. We had to do a waiver on this young man. He cut a 93, they gave him ranger. You know, so, I don't believe that. I just can't. I think a Cat 1 is looking for more adventure than anything, anybody else. Because usually they've led a life of nothing but studying and that's how he got to be Cat 1. They want to vary, they want to get away from that. They want a chance to let go.

Interviewer: How do you convince a Cat 1 not to join the Marines? He's coming in for adventure and he's got a choice of like the rangers or going into the

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Marines and the Marines have that image more than the Army of you know, that front line force.

Subject: That uniform. Well, you never want to crack another service. You make a mistake, mom, dad, sister, brother serving. You blew it. They're gone. You can forget it. Usually I'll tell them, you know, the Army has a 2, a 3 and a 4 year enlistment. The other services are going to start 4, 5, and 6. Okay, that, but let me ask you that, what happens if you enlist for six years, what happens after that three years, you decide you don't like it? And the kid's going to ask you, question, he'll tell you, I'm stuck. And the person thinking that he's going to be stuck is usually going to go in with the Army because there's a 2, 3 and 4 year. He'll go for the minimum amount of time. That's the best way I can handle that. With the Air Force, you just have to tell them that they don't have open contracts. Now don't you want to be satisfied and have that security knowing you got what you wanted. Okay, it was given to you in writing. No one else is going to do that for you. That Army guarantee is very strong. Let them know that you're not going to turn around and screw them.

Interviewer: A person like yourself has a very low, low DEP loss, almost none at all. So I'm interested in how you keep them motivated.

Subject: The biggest reason is because recruiters do not follow up on them. You're given the requirement to follow up on them every two weeks, okay, and the recruiter is responsible for motivating those people. If there's a high rate of DEP loss is because the problem is within the recruiter. He's taken it upon himself to say, well, I've got him, I don't have to worry about him anymore. Which is a really suck attitude. We have a lot of DEP functions. We have one a quarter where we get all our people together and we give out all our awards and everything at the DEP functions. We invite their mothers, their fathers, whoever wants to come. We sit up there and recognize them. They have that sense of accomplishment even while they're in the Delayed Entry Program. We find that our success rate's really high.

Interviewer: As a station?

Subject: Yes.

Interviewer: And what do you recognize them for? Because they're just sort of sitting around waiting, right?

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Subject: Referrals. If they have one person, okay, that they referred to us, that person does not have to be in the service or not, but it does give an opportunity to sit down and talk to that person. A t-shirt, and that means a lot to those kids, getting a Army t-shirt, you know, and they're not even in. E2 promotions for two of their friends that they've enlisted, it gives them an incentive, something to work for. We take them different places, whether it be the beach or whatever, we sit down, we have lunch with them and things of that nature. And that's probably our, that's why we don't have a high DEP loss. Because we maintain that contact with them. If they want to go in, if they see a recruiter's down, they call up one day and the recruiter's got an attitude on the phone, don't let him cop the same attitude. Usually about two or three weeks down the road they're going to present the same attitude towards you. Why should I want to go in the Army? It's just motivation, you have to maintain that contact with them. Tell them about the changes, the new things, about the AIDS testing and mandatory -- they want to know about those things. We usually get them ready for that before it even happens.

Interviewer: How do you handle it when one of them says, look I got this job offer and I think that's better for me now.

Subject: Well, I've never had that happen.

Interviewer: Well, what do they do?

Subject: I've never had that happen to me so I wouldn't know how to answer that.

Interviewer: Do they ever come to you and say, well, I'm thinking of not going in now?

Subject: I've never had that happen. I've only had one DEP loss and that was from last year. And the reason for that was, I enlisted the wife and the husband refused to let her go to basic training due to the fact that he did not want to babysit the child. So there was nothing more for us but to DEP loss her. Discharge her.

Interviewer: One thing we've heard is the problem with keeping them in DEP is you sell them and they're up on it. And as time goes on that sort of wears thin and the closer they get the worse the image is. Do you think that's occurring or?

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Subject: Not here. Delayed Entry Program. Let's say if the person has even left for basic training. We will go out to that person's house and ask their mother and father how they're doing. And if you get that word out through them, it's going, first one in, like you said, is going to go talk to his friends and they're going to go to his mom and dad's house and hopefully you're going to be around asking how he's doing. So Mom and Dad's going to tell the other friends and he's going to find that the recruiter stopped by to see how he was doing and everything.

Interviewer: So you'll actually talk to the person who's gone in and if they give a bad report, that's not what I expected, you'll at least be able to talk to the other kids and explain that to them?

Subject: I've gone out to people's houses, they already left for basic, talk to Mom and Dad. You know, because usually you're on top of it before it even happened. That's usually a big thing. A recruiter will usually wait until the last moment to do something about it, it's too late, he's experienced the DEP loss. He's destroyed his whole month. He was hoping on mission box. Just following up, letting them know that you're still there and you don't, you give a damn about them, you know, since you've already placed them in the service. Motivation they're going to get from you. If they see you're fired up about it, they're going to be the same way. It wears off on him too. It's hard to explain something you've never had to experience. We just stay on top of our people. We spend a lot of time with them. We're out to try to get them promoted and everything. We want to talk to their friends. You know, and as soon as you promote one of them, the other wants to know that they can get it, too and they're provided the same opportunity. To go in there with one stripe more than they had when they first joined the Army, they're going to bust their butt. And as soon as they get promoted, all they want to do is get in there and push a little bit of that rank around. You know. You just stay on top of it.

Interviewer: The DEP Skill Book.

Subject: That's right. You keep up that rapport. And this is the most important thing to them. This tells their responsibilities while they're in the Delayed Entry Program. Tells them how they can make E2. It helps prepare them for basic training. If I constantly tell him all the time, you're going to be an honor grad, you're going to be an honor grad,

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I can see it already. You're going to stay up there. You're going to really be up in the air. You know. Tells him that he has to be morally, physically fit for an Army enlistment. It tells him his chain of command. And then you take out here, and you write his name out here, right under recruiter for chain of command and you tell him, you're the first person in the chain of command. You tell him, we're already grooming you to be a leader. And then you write down here, your recruiter and so on and so on up the chain of command. And you tell them, John, hopefully by the time you get to this next referral section here, we're going to skip it because you're going to get promoted here in this one. That gives him something to shoot for.

Interviewer: Before you come to the referral section.

Subject: Right. You know, say, well this seems like it's good for -- and you just flat out tell him -- it's for both of us. A lot of recruiters will try to play it off like it's there for nothing but the kid. Okay, then time, go through all that with him. Each section, supposed to be about ? between each section. And show up at the kid's house or have him meet you at McDonald's. They figure once you get him, put him in, you know, you no longer buy him lunches anymore, anything like that. The kid, if you miss one, the kid will ask you.

Interviewer: I notice you have referrals throughout the book. Is that because you want them to get more and more people?

Subject: I usually, here's what I usually tell them. I think it's entirely too many referrals in here.

Interviewer: Because there's like 4 pages of, just of referrals.

Subject: Look at the first page alone. There's ten on there. Okay, usually by that time, if a kid's brought to you ten referrals, he's promoted. Okay, so you don't want to linger on this referral thing. You can't offer him any more than E2. Period. He's going RA. The most you can offer him is E3 if he's going reserves. So the kid has lost incentive to bring you referrals.

Interviewer: So why push it? Why make him feel he's not doing something?

Subject: That's right. Make him feel like you don't care about nothing but yourself.

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Interviewer: Great.

Subject: So it's in there too many times I think. Rank structure. Always stress, you're right here, guy. I can see it now, in 24 months you'll be wearing those sergeant stripes. Constantly painting that picture. Okay. And go over the ranks with him.

Interviewer: Paint that picture for me.

Subject: John, you're started off right here. You brought me in here four referrals, I've enlisted them already. Okay, you got promoted to E2, how do you feel about yourself, John?

Interviewer: I'm feeling good.

Subject: Can you see yourself, when you get to basic training, graduate that honor grad, put those stripes on there. I can see you now, John, they're going to call you up in front of that company, you take charge.

Interviewer: Yeah, yeah, I can see.

Subject: It would be all right, you know. Not there four months, and they put E4 stripes on you, send you to those leadership academies and groom you to be a leader. John, you're going to really be something.

Okay, John, you know as soon as you get to this position right here, that's when they're going to start grooming you. They're going to get the max out of you and make you the max. They're going to stress education, all right, you're going to achieve those things you want to do. You're going to get your education out of the way. You're going to attain that advancement and that achievement. Boom. Next thing you know you're a sergeant E5. Can you imagine yourself, 19, 20 years old, coming home with sergeant stripes on? Imagine what you're friends are going to say.

Interviewer: Yeah. I can almost hear them.

Subject: And what do you think they'll say, John?

Interviewer: Said, I really made it. I really proved myself.

Subject: That's right. And you know how you're going to feel about yourself.

Interviewer: Feel good.

Subject: Every chance you get you're going to want to throw

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that uniform on, go down there and show your friends, because that's something, there's a lot of pride involved there. You know, that's why we want to make the most out of this log book, here. Because it's going to give you a start, you agree with that?

Subject: Ring. Yes ma'am, can I speak to Johnny.

Interviewer: Uh-huh.

Subject: Thank you. Is this Johnny?

Interviewer: This is Johnny.

Subject: Johnny, how you doing today?

Interviewer: Okay.

Subject: Johnny, this is Sergeant B\$ with the U.S. Army. I understand you're a high school senior this year.

Interviewer: Uh-huh.

Subject: Oh, congratulations. I know you're looking forward to that last year in school.

Interviewer: Sure am.

Subject: Tell me, Johnny, have you made plans for after graduation?

Interviewer: Not really.

Subject: No. Have you thought about education, Johnny?

Interviewer: No, I'm not really interested in that.

Subject: Uh-huh, have you thought about money to enhance your future?

Interviewer: Yeah, I could use a car.

Subject: You could use a car, what type of car, Johnny?

Interviewer: Jaguar.

Subject: What's that going to cost you?

Interviewer: Oh, about 5,000 used.

Subject: Well, Johnny, if there was a way to get that five thousand dollars. If there was a way to get the things that you wanted in life by enlisting in the Army, wouldn't you want to know about it?

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Interviewer: Yeah, I would.

Subject: Well, Johnny, what I'd like to do is take a few minutes of your time, sit down with you and talk to you about enlistment in the Army, see how we can enhance your future. Would that be possible, Johnny?

Interviewer: Yeah, it would.

Subject: Johnny, would Monday at 10:45 or Wednesday at 10:45 be better for you?

Interviewer: Wednesday's better.

Subject: Okay, and where would you like to meet, Johnny?

Interviewer: Uh, I don't know, I don't really want to go down to the recruiting station.

Subject: Okay, would it be more convenient for me to come to your home?

Interviewer: No, no that's not real good either.

Subject: Well, let's see, you live in _____, there's a _____ up there. We could sit and discuss it over lunch.

Interviewer: Yeah. That sounds good.

Subject: Okay. So we're going to meet at 10:45 Wednesday?

Interviewer: Uh-huh.

Subject: And we'll sit down and discuss your future. You have pencil and paper, Johnny?

Interviewer: Yeah.

Subject: Okay, would you take down this number please?

Interviewer: Okay.

Subject: Okay, my number's 555-1111.

Interviewer: Okay.

Subject: Okay, my name is Sergeant B\$ once again. Johnny, you know anyone else that might be interested in enhancing their future?

Interviewer: I might, but I think we should talk first.

Subject: Okay, that's fair enough for me, Johnny. I hope

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we'll be able to help you so you can further yourself in your goals. Okay, Johnny, I'm looking forward to seeing you at 10:45 on Wednesday at ____.

Interviewer: Okay, I'll see you then.

Subject: Thank you, Johnny.

The good thing about using -- if he, the recruiters tend to use that 10:30, 11:00 stereotype. If you say 10:45, the first thing that's going to hit that kid's mind is that it's only going to be 15 minutes. Okay, he's more apt to give up some time whereas if you use an hour mode, you say, I'll meet you at 11:00 he's more likely to reject that appointment because he thinks it's going to take too much of his time. Whereas if you go on a fifteen minute cycle, people are geared towards time, 15 minutes, 10:45, shoot, I'm, he's only thinking 11:00. It's really, you get it over with. the only thing you're interested in doing, everyone's interested in getting an enlistment, as soon as they get out there and talk to the kid. The only thing you want to do is establish rapport. You know, and determine his interests.

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Subject: So this guy, his big thing was he'd sell and then within a matter of ten, fifteen minutes he'd unsell. Okay, he wouldn't get a commitment. Okay. And it was something that was bugging him and eventually his morale went down a little bit and what you had to do was go, hey look, partner, you know, this is what I observe is wrong with you. It's important we overcome it and it's important that you use we, not you, okay. Because what you're doing with that new recruiter, whenever you start talking to him in the mode of you, you're looking down at him. At least he feels that way. I've found out that to be true. You are doing this wrong, you are doing this. Well fine, everybody and their mother can tell me what I'm doing, that what I'm doing is wrong. But when you start using the words, we, we need to work on this. He gets, he feels like hey, yeah, I'm down but my boss still has faith in me, okay. And that's, that right there has a lot to do with it. You know, that can turn a guy right around. Even though he's having a rough time, you have the faith in the guy. You work with him, you train him. You find out what's wrong and if you do that, you'll find out that nine out of ten times he'll come through.

Interviewer: So you don't see it as a skill problem so much as a motivation and attitude problem.

Subject: It's a motivation, attitude, communication.

Interviewer: What do you mean by communication?

Subject: Communicating with people. Just like I'm talking to you.

Interviewer: Give me something more, more specific. An example of something because I can't put a hook on what you mean by communication.

Subject: What I'm talking about is you have, all right. You make an appointment with somebody. Let's say you make an office appointment and he comes in. The first thing you got to keep in your head is if the kid didn't have any interest in knowing something about you or your program, he wouldn't have come through the door. That's the first thing. You gotta be very positive that he's coming through the door. If he's coming through the door, that means he's got interests. Okay. So here goes the recruiter and he, a lot of them get up and they run over to a kid and they shake hands with him and welcome him, you know. And that's the extent that --partner, let me take you in the back and we're

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going to show you the Join Machine. The kid says, join. What's that? A lot of recruiters do not explain anything, you know, it's like, he's a civilian, he doesn't know what Join is. Or else they say, come back, I'm going to show you my computer, you know, things like that. And that's fine. And right away he goes into the book, starts going into the SMAATTRESS, comes right off on it and he's missed the very important step of sitting down with the kid and just talking to him. Find out what makes the kid tick. What are you interested in, you know, what do you do in school? Do you like school? You don't like school? You active in school? You active in sports? What do you do with your own time? Find out about what he does. And then, then comes the trick, okay, so you have to sit there and you have to listen to him. You have to open him up and that's hard sometimes. Sometimes it's, if you get a guy that's introverted, that can be rough at times plus a new recruiter will have a tendency of just running his mouth, figuring that's how I'm going to open the kid up.

Interviewer: How do you open up the kids, the real quiet types?

Subject: Well, there's a couple ways you can do it. One is, well, one way I do with the young man, I'll say, hey, glad to see you could make it, you know. And I'll tell the kid, talk to me. Let me know about you. The kid says, well, you know, I'm here. Yeah, I know you're here. Okay, you were here, all the time you've been in 1\$. Well, what do you want to know? I just want to know about you. I've had a rough day today and I want to sit back and I want to enjoy some time with you. Maybe get him a Coke, anything. Maybe I'll, maybe I'll take him out of the office if I find out the office is a, is a minus to him right there, if it's real busy, hectic. I say, hey, do me a favor, come over here and look something, why don't you come with me. Take the kid with me and sometimes that relaxes a kid, he starts opening up. I might have known something about the kid from friends, I might have known, I might have pre-planned, counselor might have told me something about him, that he's got a hobby. Example, had a kid that was quiet but loved electronics, loved it. You know where I conducted the interview, Radio Shack. I didn't know, I didn't know hardly anything about electronics. And I didn't play like I did, you know. But what I told him is, look, I'm glad you came, but would you mind coming with me. I'm looking to buy this stereo amp and I just don't know much about it. And I tell you what, the kid lit up like a light

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bulb, went with me over there, we sat down, we talked about this, this, and this. The kid eventually went in the Army. Went into some kind of electronics repair job, I don't remember the exact job.

Another tough sale. I tell a cute one. This story, true story, I was working in 2\$ and I was working out of a high school called 3\$ and there was a old time English teacher down there, taught honors, and I mean these were the kids that, you did not have to worry about them passing a test, or, I mean these guys, they could look at ASVAB test, and pass it just about. All college prep, college bound and the teacher was telling me about A\$. She, she was an old time English teacher, she would teach English the way I remember English being taught, you know, she was rough. Put it this way, if you got through her, you were good, okay. And she would invite us out every year and give a pre-ASVAB talk and then we would come back out and give interpretation of the ASVAB scores and she would give us time to give our pitch, you know, as far as the Army goes. And I never forget, I was talking with one of the English honor classes. There was a young man in that class named B\$ and we were talking about the Army in general and I was pretty unorthodox, you know. I would, I would open up for discussion and I would tell them, you can kick in with whatever you want. Okay, if, if I know the answer I'll tell you. If I don't I'll research it and get back with you. And B\$ trouble shooted me because he was trouble shooter, okay. He brought up Viet Nam, a very, very touchy subject. And I guess he was, he was kind of hoping that I would challenge him, get into a dissertation with him about being in Nam. And what it boiled down to is I turned around and said, B\$, I said, I appreciate your opinions. I says, everybody has theirs as far as what took place and was it right, was it wrong and I'm not here to judge and I'm really glad that you gave me the inside about what you feel about it. And I took him, I caught him off guard because he figured I was going to jump and defend and this, that, the whole nine yards. And, you know, you get a new recruiter, his first impression would have been, I'm going, this guy is a communist, you know. Shut the kid up or whatever, you know, I never did that. And we just kept on, kept on. We became pretty good friends after that, you know, every time I see him in the high school. Well, come to find out he was the principal's son. Well, around, I think it was April or May that year, I got a phone call at the office and it was B\$. He says, I need to talk to you, Sarge. So I said, fine. I

says, when would you like to get together? What are you doing this afternoon? I said, nothing, so he comes to the office and says, look, I want to go to West Point. So I sat there, and, oh by the way, the kid had a 1260 composite on SAT and had, could have wrote his ticket to go to _____, complete paid scholarship, the whole nine yards. I says, well, I says, you want to go to West Point, I says, you gonna graduate in about two months. I says, you should have done this in your junior year already, you'd already gotten wheels in motion. I says, I'll be honest with you, I don't have an option to put you in West Point. The only thing that I can do is put you in as enlisted and you can apply for the military prep school, okay. And he says well what about the military prep school. So I said, well, I'm not too familiar, I know some of it, you know, that you go a year and some math, English and sports and they have a good selection rate to the Point. I says, but here's what we'll do. So I picked up the phone. The next day I have him come back in the office. He had a break in the afternoon, he came in, and I called Fort _____ and I got the commandant of the school on the phone. And there was about a 25 minute long discussion between him and the commandant of the school and what it boiled down to was the commandant told him he was very competitive and that if he were to join the Army that they would be looking for an application from him, which was, you know, great. So, B\$ says, I'm going to talk with the folks. So I got a call to come to the high school and talk to his dad. Here I go walking into, he says, B\$ told me about the phone call. I says, yeah. He says, what do you think his chances are. I says, I think his chances are good. I'm not going to mislead you and tell you that he's going to get accepted, because I cannot say that. Okay. He says, well, I understand that. He says, well what if he goes enlisted, what can you get him? I says, well, shoot, he's got scores that are just outstanding. It's just what he picks. I says, he's got a good electronics score, he's always into electronics. So he says, well, I'm going to leave the decision up to him. So what happened is he enlisted, he went into electronic warfare, intercept repair, 45 week, 40-45 week schools. It was at Fort _____, 4\$. So he enlisted. At the same time, the old man put in a congressional request for appointment to the Point. So, B\$ went through, and I think he put in the application for prep school. Well, what happened was, what it boiled down to was the kid did excellent in basic, went through his AIT up in Fort _____. I got letters from him, he was doing great, loved the area up there. Went to 5\$, went,

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you know, the kid was just having a blast and the congressman had a cancellation and he needed an alternate, so he finished AIT. That summer he went to the Point, went into the Point, four years later he graduated and he --I lost track a little bit with him, he was at Fort _____ as a MI officer, West Point graduate, and I guess he should be about a first lieutenant now. And things like that. And that's where, if you like what you're doing, that's where recruiting pays off. And it opened the high school up.

Interviewer: In what way?

Subject: I could do what I want in the high school. As a matter of fact I had my own office in there when I'd go over there. Just as long as I called them ahead of time and let them know that I'd be out and I need to see so and so and I would make a point of finding out what free periods they had or what periods were better for them, you know, when I could pull them out of class and talk to them. And it opened it up, you know. But it's things like that, I guess, that's why I'm saying communication's important. It's knowing people and liking people and not arguing with them or trying to forcibly put your point across. It's finding out about kids and even adults, you know. Married guys are different. Usually when they come into the office they're looking for security. I find that to be true nine out of ten times. What happens there is you get a guy who graduates high school, goes through about a year of college, gets married, he's either got a kid on the way or he has a kid, he's working for the man, he's not getting anywhere, feels like he's at a dead end. And he'll come into the office, now he'll come in a little more, how can I put it, cautious. They come in very cautious, okay. A lot of times they'll come in by themselves and you finish the interview, they'll say, well I need to talk to my wife and here's where a recruiter again can miss out. He can say, well, okay, fine, go talk with the wife and I'll get back with you. Wrong, the answer to that is very simple. Hey look, your wife is really important. I understand that and it's probably a team effort, with you going into the service, how about we get together? And what I mean by that is, we could do it over at your place or if you'd like, why don't you bring her on in and we could go get a cup of coffee and sit outside and talk with your wife and see what she thinks. Now, if he's sincere, he's going to do it.

Interviewer: What's the advantage of doing that?

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Subject: Well, you gotta remember, that guy is going into the, into the military. He's got that added pressure of a family and if his family is not with him on going, that can cause problems.

Interviewer: What was the advantage of you being there when he talks to the wife as opposed to him just talking to her?

Subject: Because sometimes she will listen to what he's saying but she won't really be paying attention to him because she's got her mind made up. He wants to do this. And you're a third party. So you're sort of like the in between. And she'll probably listen to you more, number one you're in uniform. And you're the professional. You're the one that knows the programs. She puts her trust into you. For instance, I put a married guy in DEP, found out where he was going to be stationed, took a little extra effort, wrote to community services over there, got a big old brochure of the fort. Right. Called her up on the phone and says, hey, look, I got a brochure of Fort _____, especially ordered this for you guys. So you know what to expect. Little things. That's where we have to go the extra nine yards.

Interviewer: You think communication is something that can be taught?

Subject: Developed. It can be taught to a point, you know. It's common sense, is what it is a lot of times. It's like, I know when I was a field recruiter I used to get invited to more graduation parties. Made a point to try to make them. Used to take the wife with me. I did. You know, wives are important too. Recruiter wives. That's something that's very important. A lot of times that will, that will save you a sale. Especially when you talk about married people. What is so important about it, you know, if a wife is very, she should know what her husband does. She should know what he goes through. Okay, a lot of times they don't. Okay. A lot of times it's, they know that he puts people in the Army, but that's the extent of it. And a lot of times the wives can be very helpful. There's times where you can have a young wife of an applicant who wants to know the woman's point of view. The wives' point of view of what the Army's like and a wife can be very important by telling her about what the post life is like, what's available on the post, what they can do, the babysitting facilities available. You know, anything.

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Interviewer: Do you have an example of where that worked for you?

Subject: Well, my wife, it was again, put in a married couple that graduated high school and got married. And the wife didn't know much about I.D. cards and things like this, you know, and the kid send back the application, I made a point of my wife getting hold of her and telling her, hey look, this is what she needs to do with the application, get your I.D. card, you know, got together, talked with her, had coffee with her. And this was when the guy was ready to basic. But it felt good because she wrote back to her husband and said, hey, Sergeant C\$'s wife took me for coffee and she got me squared away with the I.D. card. That does a couple of things. Okay, not only does it give you a better recruit because he's not worried about the home front, but it develops a referral system. The best recruiters can work on referral system, you know. Referral systems are something that we really, you know, and when you ask the new recruiter sometimes, well what's a referral system, well that's when I get the kid here and I ask for a referral. Well, hey, yeah, you're asking for a referral but what kind of rapport have you established with the guy? Does he feel a sense of urgency of having to get you somebody else to come in? Does he feel like this is the best thing since apple pie, hey, I got to tell my friend about this? You know.

Sometimes on a sales when I get a commitment, sometimes I'll tell them, I'll say, partner, you know what? I said, you know the best salesman I got? He looks at me and he says, no, who? He says, you. He says you're either the best salesman I got or the worst. I says because you know a lot of people in the community. And if I care what happens to you, you're going to go out there and you're going to spread the word. But if I don't care what happens to you, you going to spread the word, too. And you be surprised, it makes them think, stops and thinks.

Interviewer: Where did that come from for you, that particular attitude?

Subject: My first station commander, and that's why I say it's so important. The station commander is the guy who drives the train. Everything that happens and doesn't happen is the station commander, rests on his shoulders.

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Talking about recruiters and knowing your people and lot of time people get the wrong idea of counseling too, counseling is very important, okay, whether it be negative or positive. And negative counseling should be turned positive. In other words, you have a problem, something that you did wrong. How we going to tackle it? And again, the key word, we. Okay, it's a team effort. It's not dictation, so they say. I mean, yes you control, you demand, there's certain things that have to be done. But what I'm saying is, it's a we effort.

Interviewer: So, it seems like it's important for a station commander to at least know sales so he can at least point out to the people and train them.

Subject: You have to be careful when you train, okay, because you have to tell that recruiter, yeah, this is one way of doing it because if he patterns himself after what you do, okay, he might not be successful. He might not be able to use the same sales approach, the close, the establishing the rapport that I use.

Interviewer: How do you know, I mean have to tried that, tried to make someone like yourself?

Subject: No, I never have. You never want to, I feel that you never want to make a recruiter in your own image, everybody's different.

Interviewer: Is this something he taught you or just something you always had?

Subject: It's something that a little bit of teaching and a little bit of, again, the common sense over the years of experience. You know, it's a matter of adapting things where you feel comfortable. If you do not feel comfortable doing the sales presentation, the Join Machine. Okay, you might know it back and forth, but it's just not paying off for you, okay. And you're better with a sale. As long as the objective is not to see how good I am with a Join Machine, or with a, or with a salesbook. The objective is to talk to the people, get a commitment and enlist them into the United States Army.

Interviewer: Sounds like quantity recruiting.

Subject: No, it's not quantity, because quality is going to come off that. Quality, to recruit quality, number one you have to know what the market is. And that can be identified a couple different ways. Just because a guy goes to college doesn't necessarily

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mean that he's quality. He might just be going to college for the heck of it, you know, and flunk out the first semester. But then again if I got a guy that's an ASVAB qualify, he's taken the ASVAB in high school, find out what his test scores are, you know, and he's 3A or whatever you want, above 50. That's quality, but I've identified that ahead of time.

I recruited for a short period of time, I took over a station, I left _____, I went to the 7\$ area out of 8\$. I went into a station called _____, which is 30 miles south of 7\$. This was just about totally rural recruiting, high school 65, 70 miles away. They had one high school and they had a total of something like 12 seniors. I mean, it was windshield time. To make matters worse, the station had been closed for four months, the recruiter that was there prior, it was a one-man station upgraded to a two-man. I was the station commander and we opened the station, he was there about a month prior to my arrival. And it was horrible. The guy had put in, the recruiter prior had recruited a grand total of 9 people all year, had got kicked out of high schools for not taking a bath, stunk, I mean it was just, I mean the word that we got was just unbelievable. Okay, so we had to start from scratch. We had a thousand React cards sitting there and nobody had done anything with them. The station was working, we had one desk, my recruiter, I was on production recruiting because it was two-man, but I was working off this little table until I got me a desk. That was a problem for a while. And it was just, you know, people didn't even know we were there. That's how bad it was. It was a little cubby hole station, I mean the station was about the size of this office that you're sitting in, okay. Well, we did a couple of things. We had the paper come down, we talked to them, they took a picture of us, I was on the desk, D\$ was standing there with the American flag behind us and they put us in the newspaper and that was one good step. Wangled our way into the morning talk show on one of the local radio stations, you know, people started realizing, hey, you know, there's an Army down there, Army recruiter. But, I conducted, I'd say, a good 30, 40 percent of my interviews on a fence lot. I'm talking about a real fence lot. I'm not lying to you. I'm telling you there were farms out there and you get, yeah, well, Sarge, you know, that's a pretty good program, but I gotta help Daddy with the harvest, you know, and this and that. It was really, it was wild. Okay, and shoot, I went through about three pairs of shoes. Come home late,

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stuff like that. It paid off, we rolled about 25 contracts in about five months, six months. We started picking up production and it was funny because there was a cafe down there we used to go to and get to see all the farmers, starts, farmers are beautiful in the morning. Oh, about 8:30 or so, go down to the cafe and sit, hey, how you doing Sarge. Sit there, well, my boy's graduating, you know. Start talking to him about going in the service. You'd be surprised the leads we'd pick up. You be surprised on Saturday morning when the station was open how many farmers came in and gave us, you know, have a couple ears of corn, whatever.

Interviewer: That's when you know you're accepted.

Subject: It was really hilarious and there was a VFW down there, and you have to be careful down there you know, because they want to go in there and they want to buy drinks and a movie. I tell the buddy, now, we can, we can do that when we're off duty. Civilian folks and stuff like that, you know, but we watch what we do while we're on duty. But every time we go in there, talk war stories, you know. You gotta listen, you got to. We even had a guy that was in World War I came in our office one day, this guy was about 76 years old and all he wanted to do was come in and talk to us about when he was over at ?. I sat there, I listened, my recruiter shook his head. I know what he was saying to himself, I don't know how the boss is doing this, you know. I sat there and I listened to him, he came in, and all the sudden he came in and he had this young kid with him. It was his grandson. You know, he brought his grandson in. His grandson went into the Army. And that's why I'm saying, we have to be listeners, we have to listen to people.

Interviewer: So maybe you can really just start at the beginning, when we came into the station.

Subject: First thing when he came in the office, I noticed the applicant sitting there and talking with Sergeant _____, and purposely avoided him for a minute, okay. Let the recruiter talk with him a little bit. Talk to the station commander. Then went and introduced myself and had the recruiter introduce me to the applicant.

Interviewer: When you first saw him did you make any, were you able to pick up anything, any initial judgments or anything about how to deal with this?

Subject: Yeah. I knew he was pro-military, you could tell by his haircut.

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Interviewer: Even from the, you just saw him from the back.

Subject: He was, he was, well maybe not necessarily pro-military, but he was clean cut. As far as looks. Which leads you to a presumption that he probably has some discipline. In other words he's not, how can I put it, scattered brained kid that's just out with the fad. You can see that. After, you know, getting to know him, in other words, establishing, start establishing rapport with him, more or less finding out about him.

Interviewer: Go back a little bit and replay it. What did you do specifically that you felt helped to establish rapport?

Subject: Asked him about himself, to get, in other words, to tell me a little bit about himself.

Interviewer: You were sort of quiet then?

Subject: Yeah. You know, more or less, just probe a little bit to get him started. That is, give him a lead in. In other words, tell me a little bit about yourself. Well, I'm in the Marine Corps. Is that right? Start talking about that a little bit. Right away he keyed on that maybe through basic, to him this was an accomplishment. And then I further tried to show him that it was an accomplishment by asking him what time of year he took the basic and he told me he took it in the summer. And I said, boy, that's rough. It's pretty hot out there in the summer. That just sort of built him up a little more at that point.

Interviewer: Did you have rapport at that point?

Subject: Starting.

Interviewer: What let you know you were really starting to get your rapport?

Subject: When he opens it. When he opened it.

Interviewer: Was it what he said, how he said it, anything? What did, you must have seen, heard or felt something.

Subject: Yeah. It wasn't a one sentence type deal. In other words, he elaborated, start elaborating on things. You know, when he started elaborating on things, he felt comfortable talking, okay. And that's when, like I told you before, it's listening and listening to the way he's saying. And right

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away he came in with, started talking a little more about going to school part time. Working part time, he told me about that. Didn't go into much, I tried to probe that working part time and see if he was, if it was a burden on him by saying, well, I betcha that keeps you busy, pretty hectic out there. He didn't really open up, so then it wasn't really that much a deal, it was just something about doing it and that wasn't important. Then he started talking about, started talking about his fiancee, getting married. That was important, he was elaborating a little bit more on that.

Interviewer: Are we at rapport yet?

Subject: Still in rapport.

Interviewer: When we first were going back, you said you were getting a sense you were moving towards it but you didn't feel you were really there.

Subject: Right.

Interviewer: At what point did you feel that, you were at the point with rapport that you could ask other types of questions?

Subject: I think I really got to that point where I asked him the question, did you like the military? And he gave me an honest answer, yes and no. I think that's when he felt he could trust me. If he wasn't, if he was just trying to appease me, he would have said, yes, I liked the military. But he told me no. So something was bugging him and to open up to a complete stranger and tell him, well I got this pay problem, you know, then I felt that rapport was established.

Interviewer: You even said that to him, I remember. He said yes and no, you said, you know that's an honest answer.

Subject: Right and that's when I felt that he, that's when I went forward like this in the chair, that's when he started coming forward to me. And we he started coming forward, at first he was sitting back, I watch the body language, he started coming forward. Let me tell you about that.

Interviewer: I notice, I think he had the tendency to look away from you when you first started, like this, and later on he was looking more in this direction.

Subject: Right.

Interviewer: More towards you.

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Subject: Right. Again, it's the body language, a lot of it. And going a little deeper, then he didn't really make me go through much of the SMAATTRESS. He brought it right out, he brought a lot of it right out, what he was looking at.

Interviewer: Does that often happen to you?

Subject: It will happen. If you've established a good rapport, you'll find out.

Interviewer: What kind of questions do you think, when you think back on what you asked him, did you direct him in a sense to let you know that kind of information? Were there questions that you asked him that would bring out that information without having to run through the Join, or SMAATTRESS itself?

Subject: What do you want out of the military? Simple. But then, you noticed I asked him, oh, do you mind if I take notes. People have a tendency of taking notes, sitting and start writing. One thing I didn't appreciate, if you noticed, a recruiter threw a 200 card there. And what did I do with it? I shoved that damn 200 card to the side. No, I don't need the 200 card. The only time that I would take a 200 card and immediately start filling it out, is if the guy came in and asked me, not asked me, told me, I want to join the Army. That's something else. I've seen recruiters, this is a classic and anybody can tell you this. A new recruiter has a tendency to have a guy walk in the office and I've seen this happen with that man just sitting right there, a guy will walk into the office, say I want to join the Army. The recruiter will go through a whole sales presentation with that guy.

Interviewer: Trying to unsell them successfully.

Subject: If the guy tells him I want to join the Army, if you got a guy that walks into, into your store and says, I want to buy that shirt, am I going to sit there and tell him why he should buy that shirt? No. I'm going to sell him the shirt. Here. This is how much it is. Is there anything else I can help you with?

Interviewer: This is interesting. What do you think happens when a guy comes in and says, I want the shirt, and instead of, and you go through, well wait, but you don't know the features yet.

Subject: Yeah.

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Interviewer: What happens when you do that that allows you to unsell him? It must change something.

Subject: Because first of all, the guy already told you what he wanted. So you're wasting his time. In other words, the guy's going to get impatient. The guy's going to do this, he's going to do that. Chances are you might lose the sale. Okay. It's as simple as that. If a guy says I want, you know. Or else you get another recruiter, and this gripes the hell out of you. A guy walks in the office, says I want to join the Army. First thing a recruiter says, what's wrong?

Interviewer: What's wrong?

Subject: Who you running from? Hey, come on, you know. You don't do that. I've seen that happen a couple times.

Interviewer: Let's get back to the shirt, or another example. I tell the guy the features. Let's say it only takes a few minutes, you know.

Subject: It depends on how you present the features.

Interviewer: I mean, but how could I unsell someone, if this guy walked in wanting to buy?

Subject: Because you're spending time and just going over and over and over things that he doesn't want to hear, and you're turning him negative.

Interviewer: Is there any other way I could unsell him by telling him the features?

Subject: No, I don't think so. I really don't.

Interviewer: Let's talk about this kid. What if you had for some reason, after you got him to the point he had taken the exams, said, you know, there's something important that you need to know about the Army and that's, adventure's really important and that you'll have the opportunity to go to Egypt and places. How do you think he would have reacted to that?

Subject: He might not have wanted that, you know. You might have given him too much information. There's a difference between selling a guy and going into an information mode.

Interviewer: Okay. This is what I need to hear more on.

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Subject: Okay. Information mode is just taking, for instance if you have three motives that he's buying off of. Let's say you sell him on the first motive and you got, and then you got the, the other two. Okay, those other two should be used to reinforce, okay. They're used to reinforce the first one. The reason I say that is, the guy was looking for security. I got him on security, that's basically what he's looking at. But the education was important, so I went back into the mode of information, saying yes we can help you with this, you know. And you can sometimes use disadvantages for advantages, too. His main, his objection, he stated an objection, and his objection was that he had to leave 1\$. Okay. And right away, I used that as a plus, okay. And what I did was I said, well, let's think about that for a minute. How old are you? 23. All right three years in the Army you go, you know. Are you going to be gone from 1\$ forever? No. Are you going to be coming back here with security, to be able to go to college, to be able to use all that money? Okay? Yeah. Are you going to be coming back here in a better light? That's basically what it boiled down to. And I turned that, I used that objection to show him where he would benefit by leaving.

Interviewer: That was nice. That was a shift because initially you were selling him, putting him in the long term, for 20 years.

Subject: Yeah.

Interviewer: At some point you decided it was better to sell him on a short term.

Subject: I might have scared him a little bit. But the reason I keyed on the 20 years was that he came out with a key word, and I felt that, at that point, I probed it.

Interviewer: What was the key word?

Subject: Pension.

Interviewer: Let's go back to that.

Subject: Okay. Well, he came up and said he wasn't getting paid as an E3, his pay screwed up. I says, well, if I can show you that the Army can help you as far as taking care of those matters that would be getting promoted to E3 by going in. And, you know, if I could take care of that problem, okay, would that take care of it? And he said, yes. Yes, everything else was fine. Okay. So then he came

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out and started telling me about security, education, and he used the key word, pension. So I said, ah-hah, pension. And I keyed on that. And I asked him, pension? Okay. And he started talking about 20-year retirement and all this. And then I brought up the fact that, yeah, the average retirement age out here is 62 to 65. You put in 20 years, you're 23 years old, 20 and 23 is 43 years old. You retire prior to that average age. Those sometimes are key elements in selling a guy that is married, that is looking for a career. He doesn't know if he's looking for a career or not. Usually you don't talk to him about that.

Interviewer: Let's go through this, you know, you asked him that and he seemed to respond pretty well. He really liked the fact, hey, yeah, get out at forty and you pointed out something about, I guess you could do more at forty, retire and -- what happened from there?

Subject: Well, there he kind of, he kind of opened up but then he kind of backed off again, you know, by making the statement about leaving the area, going after it, okay. And there, I think, what he started thinking, because that came right in the response after he talked about his fiancée. So there again was the, yes I'd like to but I think I got this problem.

Interviewer: Yes, but.

Subject: So I backed off of him and went another route to overcome that, overcome what he pictured as being an objection right then and there. And I turned it around, restated it. You know, okay, very simple, restate the objection and then turn that objection into a benefit.

Interviewer: What did you say then, do you remember?

Subject: Sure, he told me, well, I don't think I'd really want to go active. I don't want to leave 1\$. And I turned it around and said, let's see. You don't want to leave 1\$ here. Restated it. Then, go into the showing him how, if he would leave for a three-year period, let's say, I used the three year because that's the normal, okay. I said, let's say you left for a three-year period. The reason I liked using that, personally, is you don't know if the guy can qualify for a two-year program. Now let's say I said three years, let's say he tests and qualifies for two years. Then I can turn around and say, hey, partner, you won't even have to go in for the three year enlistment. You

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qualify for the two year enlistment. I gave him another benefit. But it I would have started off by saying two years and he didn't qualify for two years, then I got to resell him that three years. Simple little things that, you know, that you just have to think of what you're saying. You're going to, the main thing is, though, you're going for three years but here's what I'm going to do for you. I'm going to give you, if you decide to start a family in the service, if you want to get money for college, you're not going to have the medical bill over your head. You're going to be able to come out and have money to go to school on.

Interviewer: So you could see where things were going and you had a list of things you had to answer and you would go down that list.

Subject: In my mind I would have a list. Education. Mainly, and another thing, key thing that I did was I told him that I was telling him that he would have money saved up to start his marriage out right. I was telling him, multiply that by a year, you get 6,000. Put that money away. Can you start off your marriage? Darn right you can.

Interviewer: You weaved in education. What else, there was money?

Subject: Or savings. There was money, there was, his objective is to get married a year from July.

Interviewer: At what point did you decide that security was the paramount issue you were going to have to work with?

Subject: When he, when he told me he had put in an application in the fire department.

Interviewer: That was early on.

Subject: Yeah.

Interviewer: Was it something about the area, that that tells you something?

Subject: Well, he's going for a full time job. That's a full time job. And if he is, if he put in an application for a full time job that means the guy is serious about getting married or he's serious about having an income coming in. Now if he told me he put in a job application to work part time, that might key me on to something else. I might have to probe for something else.

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Interviewer: What else could have been?

Subject: Well, in that case it could have been education. It could have been that he was looking to work part time and his main thing was going to school.

Interviewer: How did you know that it wasn't just he wants to buy a sports car?

Subject: Because he was, he mentioned about three or four times while I was establishing rapport about his fiancée. That kind of led me to believe that, okay, now if it wouldn't have been that, he would have told me right there. And besides that, I did something else. I told him I had a friend that had a dealership. If you noticed that.

Interviewer: Yeah.

Subject: And it didn't seem to strike him. Especially when I, I gave a little thing, I told him, he works with a lot of guys that are -- about getting cars and stuff and he didn't, yeah, well that's fine. You know. Now if it would have been something, if he was really serious about getting a car, he probably would have probed me, said, wait a minute, you know. This guy knows somebody that sells cars, you know.

Interviewer: Was that the reason you told that story?

Subject: Uh-huh. One of them.

Interviewer: What were some of the other reasons?

Subject: Right. The other reason being is that the guy, I appealed back to the first thing that we talked about which was, his discipline and his pride. Okay. And what I showed him was the fact that a lot of people that get out of the service, don't forget about the service, that they put their service up where people can see it.

Interviewer: Is there any other message you were trying to get across to him then?

Subject: No, not really. I can, now I can hit him, another thing that I will probably give him more information about which I didn't touch, okay, I left something out, was that people that get married eventually want to own their own homes. And we still have a VA loan for housing. Now I'll probably do that with her there and show her how they can get ahead later on in life. That's the

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ultimate goal of everybody that gets married.

Interviewer: Is that something you specifically saved for her?

Subject: That's right. That's something, some things you specifically save. You don't throw all your aces out. You, if you can get him committing to you with the bare minimum, you do it. Okay. But it's got to be solid. Okay, and I did something else that you didn't see. There, he goes to 9\$ University. They have opened up a new fine arts center, okay. They have got scheduled their production of Man of La Mancha. I like going to those things. I already know what the price is. I didn't tell him that. What I told him was, do me a favor. You go to 9\$, right? Which I knew. Okay, when you come in Thursday would you do me a favor and get me the information about this, how much the tickets cost and where I have to go. But I made him do something for me, made him feel like, hey, you're a friend, guy.

Interviewer: What made you think that was a good thing to do with him?

Subject: Because he's the type, from what I gather, he's the type of guy that wants to be open with you but he wants to first feel you out. Wants to see if you're going to be sincere with him.

Interviewer: I was thinking of something else, because one of his comments was, you mentioned you thought of canceling this appointment because of his exam, but he made the appointment so he had to come.

Subject: Responsibility. The chances are that if he wasn't really that responsible, he'd get a hair cut just before drill. You know. And this guy seems like he keeps his hair, he keeps himself clean, you know. And he's willing to accept responsibilities, you know. You can more or less get a feel on it and especially when I started telling him, putting him back to when he graduated basic. And he liked that, you know. He turned around and he said, yeah, I really felt good about myself. I felt good about myself. He don't care about me, he cares about himself. Okay. And that's what we have to do. We have to make them feel good about themselves, the applicants.

Interviewer: Did you feel like there was any point where you lost rapport?

Subject: Not lost rapport, I think he might have gotten a little shook on the 20 year, on the pension, when

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I, when I probed on that. He might have said, hey, wait a minute, you know. I just came in here for info and this guy's telling me 20 years in the Army, okay.

Interviewer: How did you know?

Subject: Just by the way he, he got a little nervous.

Interviewer: How did you know he was nervous? What for you lets you know? You saw something?

Subject: He, he stated the objection and he went, he, he elaborated on the objection a little. Okay, instead of just, he said, well I don't want to leave 1\$ area because, you know, I got a lot of friends down here and I got -- you know, he started going into this, hey wait a minute, you know. Justify his own objection. So that's when I back off. Don't pursue it.

Interviewer: I think his voice changed a little bit, too, I'm not sure.

Subject: Maybe a little bit. Not really that much. But I think that, I think what got him was a couple things like when I took the time to go over the processing cycle, how it works, the whole nine yards. I think that more or less got him back down at ease, show him that, hey, he's still in control. See, because a lot of applicants, they want to be in control. And you need to be in control of the sales interview but you have to make them feel like they're in control too. If it's just a one-sided deal.

Interviewer: How did you make him feel he was in control?

Subject: By giving him options. Giving him certain options.

Interviewer: Specifically.

Subject: Would you like to test tonight or tomorrow night? Well I gotta study for this biology exam. Okay, that's a big exam for you. Fine. You know, I started thinking you know, I knew Thursday night was the test but I wanted -- and then I went back on to Thursday.

Interviewer: Let me back track, so you asked him about Thursday, but you, I remember you left him and went back and checked. But that was just to give him time to think.

Subject: Uh-huh. I knew the test was on Thursday night.

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See because if you keep running at them and don't give them a little breather in there, chances are he won't come through on it. But I think he's okay. It requires a follow-up, just like I said. He wants to go, okay, but we have to talk with the girl. It has to be a joint decision. She'll probably, I'll find out nine out of ten times, girlfriends or the wives will support it. So -- it's always good. I've had times where I'm talking to the girlfriends and they both want in.

Interviewer: You mentioned there was a point where you really painted a picture for him.

Subject: It was, remember what it was like in the Marine Corps. I pictured, I painted him two pictures. One picture was the past. What it felt like initially, basic, when he was in formation. Remember when the flags were there when you graduated and you were standing there in formation thinking, I made it. Okay. Second one was the future to where eventually he said, Sergeant --

Interviewer: Say, if you remember, say as much as you do because I'd like to get that because that's great.

Subject: I want you to project yourself to the future. You're in the Army, you've been in a while and you got the morning formation. And all of the sudden, the first sergeant calls out your name, Specialist _____, report. And you say to yourself, oh, man, what did I do now? You report out in front of the formation and you stand at attention and the first sergeant starts reading you orders of promotion to sergeant E5. A CO hands you stripes and shakes your hand. Is that what you want? And he looked, he said, yeah, darn right. That's what I want. I want to be a sergeant.

Interviewer: How do you --

Subject: How do I get them? Through my own experiences. Now, how do you do that? You take the situation that you remember you've had in the military, a positive situation. A positive situation and instead of putting in the picture, you take you out of the picture and you put the applicant in.

Interviewer: When you're watching that picture that you're describing are you seeing like you're in a movie theatre watching a film or are you seeing like from your own eyes?

Subject: Seeing it with my own eyes. The motion pictures to me is make believe. Okay, I don't like using a

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motion picture screen because to me that is a make believe. That is not a true -- it's like Rambo meeting a chopper head on and at that close range firing a -- and knowing that that's not the way it works. I don't like that.

Interviewer: I was referring to whether the drama part of movies, but literally from inside your head the perspective you're taking can be either like seeing the scene being played and describing it like at a distance without feeling, or are you actually there.

Subject: I'm there.

Interviewer: Okay, you're there watching him go up and you're describing it but you're there.

Subject: Uh-huh. I'm a mouse in the corner.

Interviewer: Okay.

Subject: Another thing, and I've used this. I've had kids that have asked me about recruiting, you know, going into the Army. I says, think about, six years from now you might be behind this desk talking to a young man just like I'm talking to you. I'm making him the recruiter. You'd be surprised how that works. Because it happens a lot of times.

Interviewer: A kid sitting here?

Subject: Yeah, in other words, you're the applicant and I'm projecting him as a recruiter five or six years down the line helping other guys. That works with a guy that wants to go in the military and you want to try to get him into the mode of giving you referrals. I make them a recruiter.

We had a guy named ES. I'll never forget this as long as I live. Came into the office, I interviewed him, he wanted to be an MP, nothing else. He had the scores, he had the height, he didn't have any major law violations, okay, so long as he passed the physical I new MPs were open. And I kind of gambled a little bit which I usually don't like to do, but this was all that he would do. All right, this is the last alternative and sometimes, some, you know, this is it. I mean, this is what I'm going to do. They have either Granddaddy in the service or Daddy was in the service or somebody else and they know, and anyway, I did a little research. He had the ST, he had the score he needed and everything. And I checked with

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the counselors shop and they, and they were, there were opening for MPs so I said, look E\$. I'm going to tell you like it is. I want to send you to 3\$. If I can't get you MPs, okay, provided you qualify now, you gotta qualify for MPs. You have to be open minded and go into something else. But I will go the whole nine yards to get you to the MPs. Well, let me think about it. So he procrastinated. Followed up with him two weeks later. Oh, I don't know, okay. Still procrastinates. Then I find out, talking with a friend of his, that he's going to 10\$ to visit. So I called him up. I says, hey, I want to talk to you. What do you want? I say, I talked to myself, this is enough. Get in my office. I says, you want to go in. Before you go to 10\$, I want you to go to 3\$. I want you to get this thing locked in. Quit pussyfooting around. Okay. He looked at me and goes, I'm not going to 10\$ until Friday. I'll go Thursday. Just point blank told him what I wanted him to do. I said, you've had enough time, son. I've been very patient with you. Okay. Goes into the MP, gets in right. Finishes training. I get him back as a recruiter aid. That man referred I think it was nine or ten enlistments. He left us with an Army commendation medal, is what he got. He was a hustler. He was the best recruiter I had as far as a kid coming home. He did a super job, went out there and talked to kids, talked to them, said hey, come on, you know. But the motivation was there and the trust and again, this is establishing rapport. Rapport is so important. If you don't have rapport, you know --

Interviewer: Well, in this case, what were you looking for that made that one come up?

Subject: Probably I was looking for advancement.

Interviewer: And what did he say that let you think that was --

Subject: Discipline. I tied that into the advancement. Okay, discipline to me, if a guy says he liked the discipline in the military, that means he liked being a soldier and eventually that man will get ahead, want to get ahead. Okay, it would be, it could be a tie between two, really. It could be advancement and job satisfaction.

Interviewer: Discipline made you think about advancement, too. Because you didn't just give him a story about following orders.

Subject: The discipline that he was talking about, if you got the gist of what he was trying to tell me, he

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used the word discipline, but he enjoyed being a soldier. He enjoyed being, in other words, in the uniform, getting ahead and following the orders, knowing the accomplishment, whole nine yards, okay. And with discipline, eventually when this young man goes up into the line, that discipline that he's talking about is actually achievement, job satisfaction. And that's what keyed me on it. Again, it's a matter of listening. And that's what we have a hard time doing.

Interviewer: So you keyed on that and then what happened, that let you get that story? What happened that let that story pop up?

Subject: I remembered when I made E5 in Korea. There's different parts of your military career that you're going to remember. And they're mostly all positives.

Interviewer: How do you deal with an objection that really throws you off the track? Maybe not now, but you know, there must have been a time when someone would say something.

Subject: First of all, let's define objection. That's, let's, let's define an objection. An objection is nothing more than the individual wanting more info. The problem we have on objections is objections are right away taken negative. The recruiter, instead of keeping positive here, he goes into a negative mode, he doesn't want to hear it because it's busted his little bubble. It busted his little bubble. Hey, man, I just sold you guy, I gave you the best thing since Mom's apple pie and you turned around and what did you do to me? You shot the wick out from under me. Objections are nothing more than a guy wanting more information or the guy is procrastinating. Now if he's procrastinating, then you gotta dig, you gotta probe more. You got to find out what's going on. Okay. And that you can only do by opening him up more. And that again, is listening, keying him to talk and listening.

Interviewer: But did you ever get an objection, let's take objections in a positive sense. But one that you just couldn't figure out how to handle, that you just couldn't seem to do it and you had to go home that night and it came to you how to handle it.

Subject: Remember the kid I told you about, B\$. He was at prep school. He wanted to go to West Point.

Interviewer: He was the kid who wanted to go to West Point and

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his father was the principal.

Subject: Well, he said he wanted to go to West Point and eventually he wanted to be an officer. And at that point I, I knew about the prep school, but I didn't know enough or I didn't know how to handle that for that minute, okay, because I didn't have any literature on it and I couldn't think for that minute. And that evening I went home and I said, the telephone. Why not call up the prep school, talk to the commandant? So what did I do? Called B\$ at home that evening. Said, come to my office tomorrow, we're making a phone call to Fort _____, New Jersey. Sure, it was a thirty minute phone conversation where the commandant was asking about his, asked about all his accomplishments, his grades, his athletics, just spending the time talking to the kid and it wasn't a recruiter. It was a commandant.

Interviewer: When you were at home you got the idea that now what I have to do is get in touch with the commandant. What sprung that up?

Subject: Because I kept on saying to myself, I kept thinking to myself, the mail is slow, the mail is slow. What other instruments do we have besides the mail? And most logical thing that came in my head was the telephone. See, I had left him, I will research this for you and get information on it. And I thought to myself, well this kid is leaning towards joining. I can't wait. You know, I can't wait till somebody sends me something in the mail. And that, that evening I was sitting at the house and the phone rang. And I said, there it is.

Interviewer: And you just realized that you could use the phone.

Subject: Sure, just pick up the phone. Something simple. Because sometimes when you get into interviews and stuff, the obvious doesn't strike you because you're trying to, you're trying to control and sometimes things that are obvious, you know, you don't think about. It's just human nature. The next thing I did was I found B\$'s phone number at home and I made a point of calling him from my house and said, hey, partner, guess what. Here's what we're going to do. And, boy, he perked up. Yeah, I'll see you tomorrow.

Interviewer: Did you anticipate after that phone call what would happen the next day in your mind?

Subject: I figured I would make points and I would strengthen my position with him. I would have

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taken the time --

Interviewer: Did you just talk to yourself about that, did you just sort of see it, like when we paint pictures?

Subject: Yeah, sure.

Interviewer: What did you --?

Subject: Oh, what did I, I saw him joining the Army. I would have found, I would have found, I would have felt, what I felt was, this is going to be something that he's going to really see that we're really going for it and we're going, and we're really going to town to try to give him the red carpet treatment. He's going to feel like, hey, man, I'm going to go. And that's what I felt. I felt like that because to me, the Army's always been professional, okay. And I've always dealt with good officers, good NCOs, I was very fortunate. I figured this, this officer's going to take the time and he did. Now, I never thought in the negative. I never did. What would have happened if he wouldn't of? I never thought of that.

Interviewer: Was it like the other picture, you were like a mouse in the corner and seeing him talk to the commandant or was it something else you saw?

Subject: No, I saw that, I had a picture of what was going to happen the next day.

Interviewer: Was it like a movie and you could actually see this whole scene going?

Subject: I saw the whole thing coming off.

Interviewer: Did you hear the conversations too between them?

Subject: I got caught a little surprised. I thought it was going to be shorter. I thought it was going to be a pep talk, that it was only going to be about five minutes. Okay, and when it turned into a 30 minute deal, I said, hey, you know, hey I got a phone call from the battalion. What's this 30 minute phone call to, and I explained it to them and they said, great.

Interviewer: Is that what the phone did? Did the phone sort of bring that picture up for you?

Subject: Right. Just threw it right up in my mind. Threw it right up there because I was trying to build a better mousetrap. Yeah. And it doesn't only

happen with applicant, it, we were having problems one time. It was in the summer, in July, generating some traffic. I said, we gotta do something different. But what, you know. And the problem I had was when you're in the office dealing with everything that's going on, you don't have time to really sit and analyze what can you do. Sometimes you don't have that luxury, so that evening, the wife said, I need to go to the mall, right. So we went down to the mall. It's a big mall down here and we went somewhere and I was looking and there was a display out there. I said, that's it. We're going to take the Join down to the mall on Friday and Saturday. We're going to take the Join down to the mall. And we're going to show people what we got and we did it. And we generated about a good 15 leads out of it.

Interviewer: So you, she took you to the mall, you went to the mall, and what came up for you?

Subject: Well, I saw some, I saw a display, somebody had a display out there. Hey, these guys never take -- we've never taken a Join to a mall. I saw people, I saw recruiters talking with people and getting leads. That's what the objective was. The objective was get the leads and we did it, you know. It was something that we did. You know, it's like that with a lot of things. A lot of times the best thinking you do is away from the environment. That's when you have time to say, well, what am I going to implement tomorrow? Okay. I'll do that, now in my capacity now as a trainer, I will do that quite a bit. Sometimes I will sit there, sometimes I've been, I'll have a recruiter that's is down and I will think, well what's the problem. And I had, I had a recruiter was, you know, was just surviving. This recruiter was having a hard time. He was an experienced recruiter. And I think to myself, now if I go down there and show him what he's doing wrong and go through the systems, I says, is that going to do anything. So I didn't do that. What I did was it was Saturday and I was going to be training, so what I did and they got up here and says fine, you're both here, let's go. We're going down to the pancake house, we're going to have breakfast.

We went down and had breakfast. We sat there and had breakfast, started talking with them. Come to find out, what he was doing, he wasn't aware, he wasn't getting out in the area. He knew because the high school was there, but he wasn't going into the other little towns often enough to meet the people, prospecting out of the little sub-towns.

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It was some little thing that he was doing. It wasn't little. It was big. It was time management, okay. But the training was conducted to show him how to do that, how to go into those areas. What's the most profitable time. But it was all done with the recruiter paying more attention. Okay, another example, case in point. Recruiter was conducting appointments and he was having a hard time closing, closing stuff. Okay, it was something that we detected, that we decided was, we're going to try something different and what we tried different was we scratched our heads and we determined this. We said, now, this was, -- conducting an appointment with a senior in a high school we decided was kind of non productive, because there's not enough time, number one and number two, all his buddies see him and sometimes a peer group can be your worst enemy. They say, ah, look at him, he's talking to a recruiter, he's going into the Army. And peer groups is a strong influence on high school seniors. So we decided, we ruled out the high school. It's not too good a place to conduct interviews. Then we said, well how about the kid's house. Well, fine, what if the kid didn't tell Mommy or Daddy you were coming over? What are you running into there? Oh, yeah that might be a problem. So we ruled out conducting it at the house, at least initially, okay. Then the third place we thought about was the recruiting station. Well that's fine and dandy if you can get them in there, but some kids are hesitating about walking into that recruiting station, right. The recruiter started conducting appointments at the hamburger place with the kid after school. Neutral ground, giving his presentation and for him it worked. He pulled two or three seniors doing it.

Interviewer: When did that click, that particular idea. You were talking to them as a group. What, do you remember, think back to the time, you know, what clicked, what did somebody say?

Subject: We weighed pros and cons. We were weighing pros and cons.

Interviewer: Like hamburger versus schools. So that was one of the options being considered?

Subject: So we tried it. It was different. Something that we did that was different, out of the ordinary that the recruiter was doing, okay. We had, it depends on how you do it. If you tell the guy he must do it this way, chances are he's going to say, this is just another requirement. If you make him feel

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that this might be advantageous to him, or her, because there's females in there too, you know, to him or her that this would be more advantageous, that this is possible, if I'm in a rut and I can do something that's different, let's do it.

Interviewer: Good. I want to hear a little bit more when you're talking about guidance counselors.

Subject: We just talk about them.

Interviewer: How you integrate that into your sales?

Subject: The guidance counselor is the best, most professional NCO that he's going to meet when he's processing at the MEPS. And that has to be instilled into the applicant. We have a tendency of being very protective of our applicants and sometimes we inadvertently put down counselors, okay, and that's a no-no. You should always build the guidance counselor up, always. Communicate with guidance counselors. I know it's tough, I know there's restrictions, when you can call them, when you can't, stuff like that. But there should always be communication with the guidance counselor. They should be made aware if there's a hard sale coming. Okay, so they can key in on it, okay. And the basic thing is that the guidance counselor must be made part of the good guy team. Again, it's the we and not yours or mine or this or that, it's we, as a team, as a unit. He is nothing more than an extension of the good service and the good rapport established, okay. And you have to be honest with them, you have to, at the same time you have to tell the applicant, okay, look, you're going up there to join the United States Army. Okay. The guidance counselor will bend over backwards for you, but you have got to be perceptive and at the same time you have to understand that he has a certain timeframe to work each applicant. And that can be a problem to the applicant. You know, you have to tell him that. In other words, when he's ready to, when you're doing his application and everything, you prep him again about the counselors. And you tell them, the guidance counselors, so and so, these are the counselors we got up there. They're darn good, each one is as good as the other. And you have to also sell the senior guidance counselor. In other words he's the man in charge. Who's the man in charge up there? And these are things that you have to, you know, and tell the guy, hey, you got, there's going to be a lot of waiting to do up there, guy. That's one thing that recruiters fail to do. They fail to tell the guy about what am I

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going to do.

Interviewer: At the MEPS.

Subject: Yeah. What am I going to do at the MEPS? Well, you're going to take a physical, you know that. But depending on the flow of the floor, how many people are up there, depends on how long they'll let you have. Also, you might be up there more than one day. You might be up there two days, okay. If you are up there two days, we will make sure that we get you a written excuse. From the medical section saying that you gotta be up there, take the physical and we will make sure you have that to give to the school or your employer, whatever. Also you can direct the guy that if you are going to stay over, please call me so I can call your folks, call your employer. It's communications.

Interviewer: What have you found, have you tried it the other way, to not tell them that?

Subject: I haven't done it, but I've seen a recruiter do that, I've seen it backfire on them too, where a kid says, I'm sorry, I cannot hold over. Okay.

Interviewer: What about just, even if it's one day, is there any, do you really have to tell the kid all this stuff about the waiting?

Subject: Sure.

Interviewer: They tend to adjust to it?

Subject: Yeah. If you let a guy know ahead of time what he's facing, and he doesn't have one of these negative surprises. Also, the biggest thing is law violations, huh. Look here, partner, this is the nitty gritty. I'm going to tell you like it is and I'm not doing this because I don't, disbelieve you, I'm telling you like it is. You have got to tell me anything, and I mean anything, anything about any kind of experiences you've had with the law. Even if you were just an innocent bystander. Have you ever been inside a police station? Have you ever been inside a police car? You know, here's the reason why, because when you go up there the counselors are going to hit you with it again, they're going to ask you about it. Not only are the counselors, but I'll tell you what, when you go through the processing cycle, there's going to be a man there that's going to be taking your fingerprints and these fingerprints go to the FBI and they do a background investigation on you. If

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you go into certain jobs that require security clearances, you might have to be cleared, okay. So if you ever have anything, I need to know about it, between you and me. Well, I had this but my parents don't know about it. I said, fine. They don't know about it. Great. I said, but we have to list it. You know. You have to, you know, use discretion as far as parents go. It should be up to the individual kid to tell his parents what, what he got into. You shouldn't have to get into it. Okay. You know, if you have real good rapport, you might, and I've seen kids that open up with their parents, too, sometimes. But the main thing is that you have to make him aware that you can be fined ten thousand dollars, put in jail five years other than honorable discharge. And you got to tell the kid all this stuff. If he had surgery, you know, tell the guy, hey, look, you had a knee operation. We're going to have to play this a little different. The first thing we're going to have to do is go down, you and me, get your medical records. So we go down, we get his medical records. Then we tell the kid, okay, everything, we got everything here. Now, this is the day that my orthopedic man is in-house. Okay, this is the day I'm going to send you because he can check you out and it will be much easier for you to process because we have an ortho specialist that can look at your knee and make the determination if you're qualified or not. Because the recruiters sometimes don't do that. The guy says well I have this little chip taken out of my knee, bone fragment and everything was okay. Here the guy's got a five-inch long surgical scar. He gets to the floor. The doctor says, what's that. And he says, well, I just -- and he says well, you're put on temporary hold. Okay, you gotta go back and get the doctor's letter. So here's the kid and says well, my recruiter didn't tell me about this. Okay, so here comes the kid all the way back 250 miles in our case, and now you got to go hunt down medical records. Then you gotta turn around and send him back up there. So it's a, it's a disturbance and an inconvenience that could have been taken care of right at the beginning. That's where, again, if you want, I'll say the word again, rapport. Establish rapport with the applicant to where he will open up to you like he's known you all his life. And that is so important.

Interviewer: You've told me a little bit about how you sometimes get rapport. Do you have any techniques to deepen rapport?

Subject: Family, know their family. Know, know their

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friends, be involved in the community.

Interviewer: Is there any particular body language you look for across people or that lets you know when you really are solid in rapport?

Subject: Kid will come in there and just plop himself down and just start talking to you. He will not even wait for you to offer him a chair. He will just come there and pull up a chair. And there's been times I've come back when I was a field recruiter and he's sitting behind my desk. And he's sitting behind my desk picking up the phone call, calling kids that he knows.

Interviewer: That's someone you definitely have rapport with. What about someone you had to, you know, fight to get it with?

Subject: People are people and they accept you for what you are and what you are willing to go the nine yards for them, you know. We used to have, what were those stickers we had, First Sergeant, wasn't it "Our son or daughter serve proudly"? Those things, but man, let me tell you, you've gotten in with the family and the parents and stuff and kids in delay and all the sudden they come in your office and Dad said, hey, I saw this sticker down the road, you know, our son serve proudly, I want some of those. Yeah, fine. And, I'll tell you, you know, it's great. It's really, or else you have about five or six seniors and this can drive you up the wall sometimes, you get five or six seniors in DEP and all of the sudden almost every day you find them coming into your office after school. And, shoot, they, you know, you put them to work. You make them feel, you gotta make them feel they're part. You know, the, when I talk about rapport, we talked about rapport in the sense of the sales area. But let's talk about after the kid is in the Delayed program. One of the biggest things that bites us is DEP loss. That is a no-no. That is the worst thing in the world for a recruiter. That's death. Because if you have a DEP loss, you gotta make that up, right. And if the rapport is superficial, just to get the guy to join, you're leaving yourself wide open for a DEP loss, by not following up with the kid, by not taking interest in him after he's in the Delayed. That's the time when you need the most work, to get him ready to go to basis, to get him to work the referral program for you.

Interviewer: Well, how do you keep rapport when they're in DEP?

Subject: I made them feel part of the Army already. I made

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them come in. Every which way you can think of. One on, groups, DEP functions. DEP function, you know what DEP function is, right? Okay, that's where you have a group of them coming together and you give them a presentation on a military subject or you give them information or whatever. I've seen recruiters even have some of their DEPers give presentations, give them manuals to start studying, and they start giving out some information to their fellow DEPers, you know. DEP function can be anything, you know, as long as it's within the realm, you don't want to get them hurt. You don't want, you know, physical training or anything, or you don't want to put them in, you don't want to go drinking with them, that's for darn sure. You're not supposed to do that. You want to always keep your bearing. I've had DEPers come over to the house, me and the wife, we've had a barbecue, we had especially married ones come over, you know, to where they shared dinner with us or something like that. It's just caring. You know, the key word is caring about your people and always keep up with them. Keep up with what's going on. They're having problems. Seniors especially. Let's say you got a guy in DEP and he's been in a long time, seven or eight months and all the sudden you find out he's having problems with a history course. Well, there's many times I told a kid, fine, you're having problems with a history course, here's what I want. I want you in my office this hour to this hour. I call the parents up and say, Johnny is going to be in my office this hour to this hour with his history book in my back room and he's going to be studying his history for his exam coming up. You know, if he needs help, if I don't know the answer we'll research it. We'll find it. Somebody's got to know it, let's go to the library or whatever. But that's caring. You know. That's not just saying, last minute the kid pops up, I flunked, I'm not going to graduate. Oh, shit. I can't ship you. That's what I'm talking about, rapport, going the whole nine yards.

Interviewer: How do you teach somebody to get rapport?

Subject: First thing you gotta do is, find out what the recruiter likes, where he feels useful. What does he feel that he does well on his off time.

Interviewer: Off time.

Subject: Yeah, sometimes off time. Let's say, I'll tell you a cute one. I had a recruiter, had a heck of a time sometimes with establishing rapport. This was in the old station. Found out the recruiter loved

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to bowl. He was a pretty good bowler. Why don't you take some kids bowling? You got an expense account. It won't cost you that much. I never thought about that. He started doing it, all the sudden a natural flow came in and it went from one thing to another. Okay. And it opened him up.

Interviewer: Now how did you think about that? You're talking with this guy and while you're talking to him you get this idea? What happened?

Subject: You gotta know your people. What do they like?

Interviewer: What happened? You were talking with him and --

Subject: You find out as much as you can about your people, okay. What makes them turn on, what makes them turn off, why do they feel like this. Sometimes you get a guy that says, well he's having problems establishing rapport, but why? Why is he having a problem? Are you scared? Is it the fact that you've been in the military environment to where you never have to establish rapport because you always were either in charge or taking orders? And now you're dealing with civilians who you have no control over? If so, analyze. And that's where, you cannot do it for them. They have to. You can give them ideas and let them paint the picture. See what I'm saying? Give them an idea, let them develop the idea. If I have to do everything for them, am I doing them justice? No. Am I doing the system justice? No.

Interviewer: I'm interested in how you, in this case, in how you generate the idea.

Subject: Yeah. Like the bowling. Or I'll also tell you another one. That recruiter you saw, _____, didn't know anything about area canvassing. So, one day I took him out, we did house calls, knocked on a couple doors, he found that to be very difficult at first. Okay. So, he hit on one, boy that was a confidence builder right there. Guy didn't go in, couldn't score high enough, but it was a confidence builder. He knew that that person, there's people out there. Well we finished that and I said fine, now get in the car. We're going down to the mall. Okay. So he looked at me like this, he said, we're going where? To the mall. So we walked in the mall and he says fine, you want a Coke? I says, yeah. So we got a Coke. And we went around and we started talking to people. I just, pointed blind, started talking to people. Then we passed the game room. What's in the game room?

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Interviewer: Kids.

Subject: Thank you. I'm the worst with pinball. The worst. Never claimed to be a pinball wizard. Talked to one kid, show me how you do that. Didn't say a word about the Army. Talk about pinball. Kid showed him, started talking. Hey, you in the Army man? Right. The recruiter looked at me in amazement. I said, that's one technique. But I can, what you have to relate to them is, I can show you things that work for me, but the whole crux of this matter is to be innovative. Think of something that you can do to get out of the ordinary patterns.

Interviewer: How do you train, can you train them to be innovative or do you feel, or do you find you need to supply them with the initial innovation?

Subject: Sometimes initially, you have to get them going. It's like anything else, you know, you have a pump.

Interviewer: How would you train someone to be innovative?

Subject: Show them different things that I do, you know. It's like a pump, you know, you got water and you gotta prime the pump, right? So you prime it. You prime it by putting little things in their head about little things that we've done over the ages, okay. Little things, you know, prime people and then they go from there. And there's nobody in recruiting command that doesn't have the smarts to do it.

Do you know why people are scared to do that? Because they hate rejection. And I've seen it happen. I've seen a brand new recruiter get rejected right off the bat. It might have felt like hell, and I told him, I says, laugh about it. I said, when you get up in the morning, look in the mirror and laugh and say, hey, that's the exception. I'm good. Because the minute you start telling yourself you're not, okay, call it an ego trip, call it whatever you want, okay, but as long as I know I'm good, ain't nothing that I can't do. But if I don't achieve it at this point, I will achieve it somewhere down the line. It's called positive attitude.

Interviewer: How do you get past your rough times.

Subject: That's when you regroup, I had a time where I lost four people on the floor in one day, all medical, right. I think three or four I lost in one day on the floor medically. They were permanent and what

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I told my--, I was just, oh, fit to be tied. Know what my station commander told me? This was my first station commander, he says, go home. Yeah. He said, go home. He says, go home, say hi to mom. He said, get your head together, right. Get your head together, analyze what you're doing. Okay, what can I do to build a better mouse trap, and then come back to work ready to go. But the problem that you did is, is typical scenario.

Interviewer: What does recruiter burnout mean?

Subject: Burnout usually means that the guy got to a point in a time in the job where a couple things are happening. One, it's not a challenge. Two, he just become stereotyping, he starts stereotyping. He's been successful, he gets cocky and he doesn't find the innovative, new technique that we talked about to alter things, make things different. Those are the two basic things. Now you have other reasons why recruiters get unsuccessful. It could be any number of different things.

Interviewer: And how do you get out of the slump, maybe that's a better word.

Subject: First thing you gotta do is identify what the problem is. Find out what the problem is first and go from there. But the way you get a recruiter out of it is by positive, it's got to be positive. Well, it's the same thing that I told you. I told you about the guy I was giving, I was supposed to be giving training to, which I did give the training to but I did it in an unorthodox manner. I went down, took him to breakfast, opened him up, find out what the area is. Okay, where was he going. Okay. It's just like, say you get a recruiter that is just not doing nothing. I mean, not putting the effort out. And that happens. You better believe it happens. First inclination is well, I'm going to jump on him. I'm going to tell him what a dirt bag, I'm going to tell him how no good he is, I'm going to tell him all this good stuff, okay. Because that's what I've been directed to do. Instead I'm going to find out, hey, why are you not doing anything.

Interviewer: Sounds like station commanders need to learn how to sell their own people. In the same way we sell prospects by finding out what's going on and working with that.

Subject: Sure. There's been times when we've had a rough day and we'll just, I just told the recruiter, shut it down, go home, let's start tomorrow. And

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sometimes that's what needs to be done instead of, you know, the old philosophy, well, work till ten or eleven o'clock at night, you know. Won't accomplish anything. All you get is about five recruiters sitting there bullshitting with each other. Or going half-assed through the phone, it's motivation, again. Motivating, how can you reward them? Let's talk about that? What is the most lucrative award you can give a recruiter?

Interviewer: Gold stars?

Subject: Oh, sure, I've heard that, I've heard --

Interviewer: Rings.

Subject: How about time off?

Interviewer: Is it being done?

Subject: This company does it. There's, I have recruiters that took three-day passes. You're darn right. If I got a guy that's mission box, -- human communications. That's what I'm talking about. It works for recruiters, it works for applicants, it works for you and me. If you were to come down here and I said, well, I'm not going to talk to you at all. Well, what an asshole this guy is. Right? If, I don't expect the world to change, you know. I don't expect everything to, but if a little input can help, it can help us become successful and become professional with the least amount of disturbance, turbulence and heart ache. This is going to help. But the thing is, of course, if there's so many people with their -- I like recruiting. I always have. I like people and I like talking with people. I like it. To me it's just fun.

Interviewer: Can you tell that no matter how long you work with this guy, he just cannot be developed to be a recruiter?

Subject: I haven't, no. I've known people that have, I have not.

Interviewer: Do you believe there's anyone you can't develop?

Subject: That's a hard question. You know, that's really a hard question. Because you know, we got all these systems, right? And it says, nine months, if you can develop them, fine. If not send them back to the mainstream. But you got to try to, to work with the person. See, there's too many people that say, oh, fine, terminate him -- boom. But you're

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not thinking. You're not thinking of the time, the money, that's invested for every guy you terminate off TTE. Let's say I have six months with this guy on TTE, I terminate him. That's six months wasted. And then I got to start all over again with a brand new one. I've turned around. I've turned around and told a recruiter, the one I told you was having a hard time, I told him, I said, I'm not letting you out on TTE. You're either going to sink or swim, son. And in that case, I was gambling, but the guy made it. He's having problems. He has problems now and then, but he's got. His main problem is attention to detail. Yeah, he brought in three guys. And my reserve recruiter was sitting there and he says, I bet you ten bucks he loses all three. I said, nah, he's not going to do that. Sure enough, he came close to losing all three of them because he had sold them and then he turn around and he unsold them. He had given them a presentation and then he decided to use the Join on top of it, okay.

Interviewer: If you were going to unsell the guy we sold today, what could you have done that might have unsold him?

Subject: Number one, I could have gone over every darn part of SMAATTRESS that you could think of, whether he had an interest in it or not, used it -- just everything.

Interviewer: Just the boredom itself could unsell him.

Subject: The boredom, the boredom is what you're going to do. The second way you can unsell a guy is, is you can promise him the moon and then come back and retract your statements. In other words you promised him a certain job and then turn back and say, well, look partner, it don't work like that. The way it works is you gotta see the counselor and find out what's available. Well, you told me this. No, I made a mistake. You know, it's inconsistency from what you're telling the guy. You could use the Join as a picture machine.

Interviewer: What's that mean?

Subject: Instead of doing a presentation, all you're doing is showing skill clusters.

Interviewer: Is that a way to unsell or not?

Subject: Oh sure. You get the guy so goddamn confused because all you're doing is showing him every damn career field that the Army's got to offer. And the

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kid's sitting there and saying, wait a minute. You know. He just gets to the point where, well I'll see you Sarge, let me think about it. I got to think of what I want to do because what you've done is you've opened up everything and everything and the kid don't know what he wants to do. Half of these kids don't know what they want to do in the Army anyway.

Interviewer: It sounds like you're saying, in unselling, sometimes you can open up things for them to think about that they --

Subject: You can confuse them is what I'm saying. You can get the kid to the point where he's away from the objective.

Interviewer: He's not selling them, if I understood you, by giving a lot of details.

Subject: What he was doing was, he wanted the sale to go, he wanted to close the sale. Instead of closing the sale, what he was doing was keeping it open. He kept opening it, okay. He wouldn't go for commitment.

Interviewer: What's an example of open-ending it?

Subject: You keep on piling more information, more information.

Interviewer: Would he ever go for a trial close?

Subject: No. No. The guy would say, hey, you know, that sounds good, you know. And instead of going right there and saying, and directing, he would let the control slip away and then the recruiter wouldn't get him.

Interviewer: What could have he said? He just wanted to, what could have he said instead of just open ending it?

Subject: It's very simple. How does that sound to you? Does that sound good? Yeah. Well, look, I'm going to get you all that and here's what we got to do. And he could have gone right into the close. Okay. That's all he had to do.

Interviewer: So if he wasn't doing that, what happened? What did you do then?

Subject: Well, I went in and showed him a couple of my, I salvaged two of them. Okay, two of them went. I salvaged them. And what I did afterwards, we critiqued it. We sat down, we talked and I says,

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look. I says, let me see if I'm reading you right. The reason that you're scared to go for the close is that you don't like to hear, no. Well, yeah, that's right, I guess so. I don't like rejection. I told the guy, I says, hey, that's normal. You know. I said, no is something that you're going to hear, you know, and you're going to have to find out why. Just take it as a challenge. You know. They probably, you know, there's something that you missed that you are not getting a commitment from the guy. And you're going to have to determine, you know, what makes them tick. I said, what you're doing is very simple. I said, what you're doing is you're saying hi to the guy, how are you doing? Let's go have a presentation. The kid, all he's doing, he's going back there, he's looking at information that's given him. But you're not fitting to his needs, you're not telling, making a program for him. And besides that, let me tell you something, any time you take two people and try to sell them at the same time, you're asking for trouble. Everybody's got different needs. Suppose one guy is a high 3A and can go for a two-year program. Let's say I got another guy that barely cuts the score and he can't qualify like his partner.

Interviewer: So as you're selling one, you're unselling the other.

Subject: You could be. So he says, what do I do? I says, you split them? He said, well, that might work, but suppose they don't want to split? I said, no, no, no, what I mean by splitting them is, you bring them back together but you have one recruiter talk with one guy and you talk with another guy or I talk with one and you talk with the other. And say, the reason we're doing this is we're trying to find out about each one of you individually and we want to make a program that will suit you. Okay. Then you can bring them back together and what you should have been selling was the Army in the first place, not jobs or options or anything like that. And then, just unify it. And you can unify it by telling them, hey guys, you're going to be proud and you're going to be wearing the uniform or whatever. Whatever you use, whatever motivation, phrases you use. And the guy find out about it, and he became pretty good. You know, he became pretty good. But now he runs into a couple other, he's got a problem with, he feels secure in one market. He knows how to handle one market real well. The other market he still stumbles a little bit.

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Interviewer: Which is that?

Subject: High school graduate market. But that, we figured out too. He loves high schools, he loves kids, he loves seniors, great. But, what he forgets is all these guys he talked to last year are now grads, so he's let them slip. He's still back in the high schools working this year's seniors. Wait a minute. Time out, guy. Go back to the guys you talked to last year. Follow up on them. His problem in the grad market was follow up. Simple. Nothing magical, nothing unique, just a matter of following up on people that you had talked to.

Interviewer: And he then started to follow up?

Subject: Uh-huh, he's got two grads on the floor.

Interviewer: Well, did he know how to follow up?

Subject: Yeah.

Interviewer: What stopped him from --

Subject: Because he loved the high school, he loved the kids in high school. He just didn't remember the basic, a basic requirement and a basic fact of life. Okay. See recruiters, here's what kills a recruiter, too. You got a planning guide. You got long range, mid range, short range. Recruiters are great at short range. Short range, hey, that's what happens this week. Great, they forget about the mid range, they forget about the long range. They forget about that. They forget about calling those guys that said I'm going to college. Do it in a timely manner. What's the drop out rate, college? High.

Interviewer: What do you mean by the long range?

Subject: Long range programs. Events that are coming up in the area. Things that they have to know about. For instance, a recruiter knows at the beginning of the year that 95 University is going to have career day way down the line. I'm not worried about that right now. Why should I be? That's way down the line. Garbage. Now's the time to get worried about it. What can I do to make that really successful that can present the Army? Can I bring something in? Can I bring in DEPers, can I get spaces, guys from the reserve units to come in and work with me during that presentation? Or am I going to wait until the week before, get two boxes of shopping bags, go out there by myself, set up a little table and say hi guys. Chances are you're

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going to find the second to be more true. I had to make believers out at my station. First year I was there, they said, I got a phone call. They said, well, we need your request for ?, told them about the Army, where we can get some. And how are you going to use them? Well, we don't know what the high school schedules are. I don't know if we can get them or not. Besides that they never give us anything. Wrong. The sarge got together, got all my people together and I said, look, here's what we're going to do. I'm putting this request in, I want an M-60 tank down here and this is the month that we're going to do it. This is the week that we're going to do it. And I want you to get hold of your high schools and tell them that we have arranged for this to come down to your area provided we can get the funding. Tentatively, we need an okay for you guys, where we can display this exhibit here this time. And I put a request in, and I got my M-60 tank down here. And they went to each one of the high schools or major schools, set up out there, had media coverage, and let me tell you, it worked like a charm. The following year we had a Hawk missile team come in. With a launcher and hawks. You know what kids got turned on with, the trucks.

Interviewer: The transport truck?

Subject: Yeah, the transport trucks. Kids got turned on to that, yeah. Learned a lesson, hey maybe we need to get transportation out here. But it's things like that.

But you see, those are the things that recruiters don't do, plan ahead. Those are, those are something, I tell you another good one is --

Interviewer: Well, what stops them from planning ahead?

Subject: The pressure of mission.

Interviewer: You mean, is it again coming back to the station commander?

Subject: Sometimes. Sometimes if the station commander is not checking, he's not telling them, hey, you need to do this, this, this, this, and this. He's got to guide them. But here's the, here's something else. Mission can be looked at two ways. Mission can stare the recruiter in the face. Oh, shit, I gotta make mission, now what am I going to do, I ain't got no -- that's the guy that's going to work crisis management all the time, crisis management, crisis management. Or you get the other guy that

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starts rolling and he starts getting involved with the community, he starts this, this, this and this. I'm not worried about mission. I'm worried about my community, I'm worried about my people, I'm worried about this. And you know what happens? He worries so much about his people, he worries about going out and talking to people. The mission, it falls in there.

Interviewer: You're saying that you shouldn't worry about your mission?

Subject: No, if you're good, why should you?

Interviewer: Well, how do you know if it's really going to work out unless you're concentrating on that?

Subject: Positive. If you're doing what you have to do. If you're doing all the things to make yourself successful, you cannot fail. If you do fail it might be for, it might be like having three or four guys on the floor and they bomb the physical. But percentages, you play percentages and when you play percentages, you want all the odds in your favor.

Interviewer: Well, what's the basic process as you see it that a recruiter should do that would allow him not to worry about mission?

Subject: Okay, he's got to first of all know what he's going to do. He's got to make plans. He's got to first of all, know what he's got. He's got to know his area. Where am I? In other words, what is my recruiting area? Who is in my recruiting area? What assets are in my recruiting area? I know I got a high school out there. Somebody gave me a high school, they took me over to the school by the hand and showed me where the high school was and they introduced me to Mr. G\$, who's the principal. Right. Fine, I know that. Okay, so that's one thing I know. Now, let's see what else I have. Well, station commander took me down to the 11\$ Employment Commission, that's where people are that can't get jobs. Fine. How much of that usable? How much time do I want to spend there? Maybe once a week. Drop a couple literature around, put a literature rack up there, drop some cards, talk to the placement counselor, tell him if he's got anybody to meet my criteria, I'll help him out. Because it's placement for him. Maybe take him to lunch once every quarter. Right. Whatever. Okay, see how productive that is. So I got a fire out there, right. I got irons, you know, irons in the fire, okay. So, I got my high school, you know that. I've got an iron in the fire.

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Interviewer: Hold it, let me back track. So, first I've sort of thought out what the important elements like making plans. I haven't done anything yet. What do I do now? To get some of those irons --?

Subject: So, we put an iron out on the 11\$ Employment Commission, put out a fire in the iron there, right. What else? What else is in my area? Oh, wait a minute, I got some industry in here. I got plant down there. They got a personnel manager out there don't they. They don't hire every damn thing that comes in there, do they. They can only hire so many. Maybe I ought to go over there and just give him something my first visit. Don't ask him for anything. Give him a calendar or whatever. Maybe invite him to lunch, establish some rapport with him, say look, this is what I'm looking for. I know you can't handle everything, you might do somebody a favor. So, what have I done? I've taken another iron, put it out in the area. Now, let's see what else is in my area. Well, I got a public library over here, right? I've got a public library. Let me talk to the librarian about setting up a display at the library. Because people that read, they want. So what do I do, I post that area. I put out, stuff out there. Okay. All right, fine. Oh, I might, I might also think of another thing that a lot of people don't. They have films at libraries don't they. They give film presentations. Maybe I'll talk to the librarian about giving a film presentation on the Army and have her -- okay. Got another iron going. What else is in my area? Oh, I got a boy's club. Hmmm. Let me go down and check that out. See what's going on down there, what range of kids are running in and out of there. Find that out. Okay. Another iron. Now. Women, let me talk about women. Where's one place that every woman goes?

Interviewer: Beauty parlor.

Subject: So, what do I do? I start finding a couple beauty parlors around. I walk in there with some female literature, some cards. Hey, you mind if I leave it here? A couple more irons. Then I got a radio station there. Maybe I'll go down to the radio station, see what kind of spots they'll run for me. Are we giving them any support, are we dealing with the station? Iron out there.

Interviewer: Let's take something like the radio station. When you think about that, and it comes up on your list. How do you know what specifically you want to do

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there? Is it something you just get a thought and you see what you might want to do and you go for it?

Subject: First of all, what kind of radio station is it? Is it, what's it cater to. Is it contemporary? Does it range people in their forties. Well if it ranges in their forties, I want to cut a spot for the parents. Right? I want to do that. Suppose it's rock and roll, huh -- kids. I'm going to direct it towards the market that we're looking for, right? Country western - kickers.

I'll give you an example. This is the funniest thing that ever happened in my life. This was in 12\$. I was recruiting in 13\$, 1972. Came aboard recruiting. The station commander in 13\$ was a man named F\$. F\$ got hold of me. He had gotten hold of a real station that was just coming on the air, it had a lot of free time. They did, went over there and cultivated the market a little bit and wangled themselves a half hour long radio show. Well, what he would do is he would play records, different type of records, interview DEPers, talk about the Army, a half hour long show. And I got drug into it, because what happened is we didn't like working every Sunday, one guy working every Sunday out there. We would have about two or three of us that alternated Sundays. Just something else. Radio station up in 14\$. A small little rinky dink station. Pretty good, pretty good ratings. And first time I walked in there, all I did was brought in some calendars to the guy and just said hi. And he announced that I was there, right. And he says, hey can you wait a while? I said, sure. I sat there and be-essed with him. He said, come on, let's go get coffee in the back. I went back and got coffee and of course, he wanted us to put some paid advertisement in. Which, you know, which was a good idea because up there it was, you know, a lot of kickers listen to it. We got, struck out a pretty good relationship, friendship, you know. He gave me a lot of time. Every time I'd go up to 14\$ he says, ch, by the way, Pete's told me he's going to be up at the 15\$ cafe today at such and such an hour, and he was announcing that I was there, you know. The biggest problem I had was when I had to alter my itinerary. I had to call him up and make sure I tell him, hey, I'm not going to be there today. Okay. But there's all kinds of ways. Newspapers. You know. Let people know that you're there. These are all irons in the fire. Of course it's not going to take away the recruiter's job of prospecting. You know, that's different. Then you go door knocking,

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you know, making calls or setting up appointments by telephone which is the most economic way of doing things. But now you figure it out. If I've used all my area assets, and I've got all these fires sitting out there, irons in this fire, plus I am doing what I am supposed to as far as telephones, something's got to give.

I was in 16\$, I was on the board of directors of the 16\$ jaycees. Now don't you think that paid off? I got a lot of leads working with the jaycees. And another thing I caution people on, when they join civic organizations, make sure that you have the time to put into the organization and that you set, you let them know in the beginning that you have a limited amount of time. Once the organization demands too much of your time, so you have to have a happy medium there. You have to be able to say, yes I'm going to support you, this is what I can give you and do for you. I'm willing to dedicate my, this much of my time, but I've also got time to do everything else. And you gotta look at -- you know, it's just a matter of making yourself aware, everybody knows you, you know. And then, one final important thing is, don't ever disgrace yourself. Don't, don't become notorious for writing hot paper, getting DWI's, things like that, because that's the quickest way for you just to lose everything. It's just non, shouldn't be there as far as I'm concerned. But you'd be surprised how that helps, how all these things help.

You have got to start somewhere, okay. And success breeds success. Great, that's one accomplishment. Now let's go a little farther. Now we've accomplished all the quality mission. We're short prior service. Now there's where we key in on that tunnel vision. Don't let the rest of it fall off. We just continue what we're doing but we put more emphasis on this market. But I'll tell you what, the worst thing in the world, if you want to see -- I tell you what the worst thing in the world you ever want to see in your life is captain recruiters telling no you can't put that in until you put in your quality, before you put this one, you can't put in the senior that's, you need a prior service. I'll tell you what. You're first of all putting that man into the frame of defeat. You're putting him into a defeatist attitude. Okay, now I heard it different. The objection to that, the other part of it says, no, I'm not telling you you can't put him in, but first you put in the other one. That makes you work? Yeah, but psychologically you and I know as well as anybody else, that whenever

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you limit somebody on doing something, you're right away using the negative, negative approach. Instead of saying okay, partner, put that guy in, but now, here's what I want you to do.

Interviewer: That leads me to another question on, what is a good way for you to increase the chances for your success?

Subject: Put me in a position that has a challenge. Something that I haven't done.

Interviewer: What would you do that, let's say like in this position, you're only going to be here for like another six months or something, what is a good way for you to increase the chances for your success?

Subject: In this position? We get graded on when you're -- in other words, this may sound funny, I've got plaques, all kinds of plaques and awards and you name it. And there's an award in the battalion if you are in RT, and you go three months in a row without a zero rolled, you get a jacket. A USAREC jacket. I don't have a USAREC jacket. I'd like one. So, my immediate goal is, I don't want no donut rollers this month. I want my jacket.

Interviewer: You made up a challenge.

Subject: Yeah. Here's my challenge, no donuts this month. And that's why, you remember you saw me yesterday posting a little chart. That lets me know how many donuts I got. Those are people that I identify, okay, and then I talk to the station commander and say, hey partner, let's talk about so and so, what's he looking at, what's he doing and go from there.

Interviewer: Okay, anything else besides a challenge?

Subject: I think I'd like to see us have a realistic training program down here. In other words develop one that's fit to the needs of the recruiters more than what's dictated.

Interviewer: Okay. What is a good way for someone else to increase the chances for their success? You know, if they were where you're sitting, what would you be telling them?

Subject: The best way is to have an open communication with, in this job, to have an open communication with your recruiting force and to, in other words to instill in them, I guess to instill the desire to be successful. To be able to instill that desire to

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your recruiters. For nothing else but self accomplishment.

Interviewer: Self accomplishment of the RT's here, this person.

Subject: Well, self accomplishment for the recruiters which in turn will give him that same self accomplishment. It all works. You will feel good about yourself if your people feel good about themselves.

Interviewer: Anything else?

Subject: That's about it.

Interviewer: This open communication, you didn't mention it when I asked you about a good way for you to increase the chances for your success, is that something, that, in a sense, you've already got down pat?

Subject: To me, that's something that's just part of it.

Interviewer: What other things do you think could let somebody else be successful?

Subject: Be innovative.

Interviewer: Okay, I was asking you, you had just told me that three things you tell people, you know, that are coming in, to be successful -- be innovative, open communication. Challenge -- is that something you tell someone too or is that like just for you.

Subject: No. You have to instill it. You have to, a field recruiter, you have to, you have to appeal to his ego, his self pride, a sense of accomplishment. Okay. That's what you gotta do. You gotta build him into that unique individual. In other words, it goes back, you have to make him believe that, hey, this is the best job in the Army because it's the job where you can outshine anyone.

Interviewer: That challenge will get him?

Subject: Put it this way, if a guy did not have that same drive and initiative, you got a hard road. Definitely have a hard road to take.

Interviewer: What is the relationship between what you're doing now versus what you were doing about a year ago in your job?

Subject: Well it was, the hardest thing was in the beginning, I had a new force and it was easier to keep the motivation going. Towards the end of my

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tour, I only had one recruiter that was new and the hardest part was maintaining my old timers, keeping them up. That was the hardest.

Interviewer: Is that something different you were doing, or -- relationship between them?

Subject: Yeah, it was a different mode. It was trying to motivate people that had shown at one point or another that recruiter burnout that we were talking about, okay. And it was, it's rough, because what happens is they might be rolling four or five months straight and then all the sudden they get one or two that are getting to a little rut, and have to bring them back out of it, okay. I think it was, I think the word for it is maintaining, it was maintaining the standards, okay.

Interviewer: In the beginning you were, what?

Subject: In the beginning it was teaching, developing and seeing the results, okay. And then towards the end it was more trying to maintain the results. That was hard. Believe it or not it's harder to take the old guy and keep him going than it is the new guy. The new kid coming in is wide open, he doesn't have bad habits, he doesn't have, he doesn't have the sometimes the false sense of security that you can get into. And once he gets to be an old timer, then you have different levels of training and different motivation techniques.

Interviewer: If you were going to give a talk to the ARC, two hours, what would you tell them that would help them hopefully be more successful, or as successful as you?

Subject: The first thing, innovative. In other words, don't get stagnated, don't do the same thing over and over again. Be innovative, think of different things to do. Meet everybody you can, communicate with everybody you can.

Interviewer: Is innovative and communicating the same thing?

Subject: No. You can be innovative by putting up a poster where nobody ever thought about putting up a poster, i.e., beauty shop. You walk in, may I put a poster up? Yeah. Okay. Put the poster up, walk out. That's not communicating.

Interviewer: What's communicating?

Subject: Talking. Mouth. Talk with people. Be outward in yourself. Be proud of what you are, be proud of

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who you are. Those are the key issues right there too. And believe in it, believe in what you're doing. Believe in it. Believe in the fact that you are supporting the United States Army by getting quality into it. Believe in your product.

Interviewer: Believe in your product. How do you get them to believe in it?

Subject: Shouldn't have to, they should already. Okay. But what I'm saying is, be flexible. That's a big one. Be flexible. Try to get over to them that this is the only job in the Army where you have the ability to create, in other words, use your ideas, okay. And put them to work, see the accomplishments.

Interviewer: What's more important? Being innovative or flexible?

Subject: Innovative would be, you're talking in one sense, are we talking in being a field recruiter or? See that depends. That changes. That can change. I think they go hand in hand, really. Well they go hand in hand to me because, you know, if you are not flexible you cut off your ability to be innovative. Because you get so regimented, you get so cornered to where if there's a change, it effects you negatively, then you cannot recover from that change.

Interviewer: Well, I understand you need those, but most people have a sense of priorities. That they have, their little list, and I'm just trying to get a sense of where yours are.

Subject: I think they go hand in hand. For me they go, I don't think there's --

Interviewer: Are they the same thing, just flip sides of each other?

Subject: I guess to me they would be. I mean, I have to be flexible. If somebody gives me something to do, I might say, ah, shit, goddamn -- then comes the innovation. Okay. We know we got to do it. I don't like to do it but how can I build a better mousetrap, here we go. So I guess you're being flexible first and then innovation, using that hand in hand. It's gotta be together. In other words, you gotta, you gotta be able to, no matter how bitter the medicine, you have to be able to realize that it's here, there's nothing you can do about it, but since it's here, how can I make it easy on myself? For instance, somebody tells you, well I need that, I need a female. I don't like it, but I

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know how to do it. Now, how am I going to tackle it, do it.

Interviewer: Where's communication fit into this?

Subject: Well, you always communicate. It's like you said before. You get an idea, then you don't stop there. You just say, well that's a good idea, I'm going to go do it. Why are you going to do it? What is the ultimate result? What are you doing it for? Plan it out. Okay, how's it going to profit me in the long run.

Interviewer: Would a recruiter who is a better communicator but isn't as innovative and flexible, be better than the recruiter who is innovative and flexible but not as good a communicator? Which one would be more successful?

Subject: I would have to say the guy that's flexible and innovative. Because he is setting, he might not be the best communicator in the world, okay. Point in case was a friend of mine that was a recruiter, he was from the south, he was very slow and laid back type, talking with people, very easy going and didn't say a lot, a whole lot, he wasn't as outgoing as some of us like. Up north, you know up north everything's a faster pace of life. But a lot of times you can communicate and not do anything about communicating either. You just talk, period. In other words. Just out there. Hi, how you doing? Oh, great. But you haven't accomplished anything. You haven't gone for the purpose of it. So I'd say the guy that's flexible and innovative is going to be more, the guy that's going to be more apt to accomplish what he sets out to do. But you'll find out that that person also will usually develop a good communication.

Interviewer: I understand that in real life you have to have all to make it, but still there's priorities.

Subject: Priorities. The priority would be the guy that's flexible and innovative. So the first thing I'm going to do is teach them to be flexible. And teach him to be innovative like that recruiter I took out to the mall, whatever. Communication is for another time. Unless the guy is really introverted. Then you got another problem. Why is he introverted?

Interviewer: Good, anything else or, anything else you'd add to the list?

Subject: Be honest. Honest and up front.

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Interviewer: Is this getting into attitude again? I'm asking you, yesterday you mentioned attitude was something that's important. I didn't know whether we've captured attitude by these first two things or whether we're moving into a new area.

Subject: Yeah, it's tied in.

Interviewer: Does attitude mean something else?

Subject: Attitude could be also, attitude could be a lot of things. It's hard to say. I think attitude is something that is a built in factor on everything. You have attitudes on different things, fears and things that you are hesitant to go about doing. Okay, you have to learn to live with yourself. Okay, a lot of your attitude has to do with liking yourself. I think that's where it comes into play. You know, no matter how much a guy busts your bubble, right, no matter how much you get -- if you like yourself, it might hurt your feelings, but you're going to get over it. Because you have this built in mechanism that bounces you right back. Chew my ass out. I probably deserve it. Damn, I'm better than that. Back up. The guy that's got to worry about it is a guy that can chew out. Okay, if he's got confidence and he's chewed out and he can't work because you've hurt his pride or false sense of pride. And that guy is, you know, he's got a lot of inner problems he's got to resolve with himself.

Interviewer: So what attitude should they have that would make them successful? If you could wave your magic wand and have them have a certain attitude?

Subject: An attitude that they should have is reception, be receptive, okay. Be open-minded, okay. Like themselves, okay. And they should have the ability to accept challenges, okay, and look at them as goals for a sense of achievement. In other words, if I achieve this goal, hey, I'm even better than I thought I was. I think that's what you gotta look at. You don't need a wimp. You don't need a guy that wimps. You know there's a difference between crying and wimping. Okay. Some of the best people you'll find are criers. Love to cry about anything, okay, just, it's their way of letting off frustration because they haven't got something done that they wanted to do, or it's, it's a matter of wanting to be recognized, okay. For some reason the guy feels like I'm left out, nobody is talking to me so I'll cry a little bit. This way people will -- negative or positive. You know, it's the

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old thing. You take a child and either you give him positive motivation, negative motivation, and probably the child's going to be all right. But if you take the same child and you don't give him any negative or positive, he will, that's kid's going to be -- you know. I mean, that's just, whatever you want to call it. And I think that has a lot, you know, to do. I think what you have to do in an RT, a station commander RT leadership positions, you have to be able to get inside. It's hard because you got so many barriers in front of you that you don't know about. You don't know about it. What makes the guy tick? You gotta, you gotta look through superficial stuff to help the guy or you really hit the gut. You hit the main vein. The thing that's going to make him pop.

So the 18th came around, he was expecting me to come down to the station. Didn't come down the 18th, didn't come down the 19th, 20th, popped into the station. Okay, let's see what you did. Let's talk. Here's some suggestions. All the sudden, production -- I says, now, the next time you tell me that you're a dirt bag or that people are calling you a dirt bag, I'm going to kick your butt, and I do it jokingly, okay. I said, you're good, guy. There's no doubt in my mind you're good. Now the ironic part about that whole thing is this recruiter I'm telling you about, you know who his recruiter was that put him in the Army? Me. Yeah. That was the ironic part about that. I had told him, I said, I put you in umpteen years back. I'll be damned if you disgrace me.

But that's the way you motivate people. Yes there's some negative in there, but there's -- you have to develop. If you do something negative and turn it positive, don't ever tell somebody you're no good, screwed up and then leave the guy.

Interviewer: What will happen to him?

Subject: Well you get to a point. You can beat up a guy so much. You can beat me up so much, after while? Do it. I don't care. Do what you want. What you got? Nothing. I hear ya. That's all right, next time I'll come here and pick you off.

Interviewer: Two areas I wanted some closure on was prospecting, one, especially by telephone and by area canvassing like in the mall, and also talk about your conception of when to go for a close.

Subject: You go for a close whenever you feel you want to. There's no set time to go for a close. Whenever

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you feel, it's the old thermometer, you know, it's a thermometer is what it is, whenever you feel the thermometer is right, go for a trial close. What are you going to get? The worst you're going to get is no. You get a no, or you get a hesitation. Means he's not ready or she's not ready.

Interviewer: Are there different approaches for your closes?

Subject: Could be. You know, there are any number of ways to close. You know, if you give up, just come out and say, hey, sound good to you? Yeah, sure does Sarge. Fine. Here's what we're going to do. Okay. And you meet him. Now if he backs off, if he's not ready to go, fine. Little hesitant, be right up front with the guy. Mind if I ask you why? He'll tell you. I don't know. Okay. Let's think about it for while. Make him talk, make him communicate. Here we go with the communications again. Talk to me. Tell me what's going on. That's one way. There's another way. There's a way, another way you can do it is -- guy, says, well that sounds real good. Welcome aboard, guy.

Interviewer: Right hand out and shake it.

Subject: Damn right. That means you already assume that he's in the Army. Glad that you're in. By the way, here's what's going to happen. Basic training. Okay, Sarge. Use two questions. You give him a choice, if he's like yesterday. Okay, all right, it's too soon. There's a whole bunch of different ways of doing it.

Interviewer: Once you say to someone, what does your thermometer go for whether it took or not?

Subject: Well, if it took or not you're going to know, okay. He's going to say ye or ne. But, when to do it -- there's no set time. You gotta know the applicant, you got to look at him, you gotta feel what he's feeling, try to. Sometimes you can, sometimes you can't. Look at his body language. If all the sudden the guy was sitting back like this and you finished everything and the guy's up here like this and he's going yeah, yeah, hey, come on, you know. Or I like another one, favorite one is this. He starts doing this to him, you know, first he's over here saying uh-huh --

I've used another approach, I've used the approach, when I get a guy that gives me a ye and then goes ne and then procrastinates. I said, look, I say, I'm going to tell you. What do you got going? Not really anything. All right. Get going. Just get

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going. What are you going to do? You going to stay all your life with mom and dad? Don't you think they're going to break your plate eventually? Then after that, that's where you use the close. A feeling for the senses of hey wait a minute, wait a minute, wait a minute, this guy's talking about -- sometimes you gotta use that. I'm not saying, you gotta know when to use it. You know, because it can backfire on you sometimes doing that. But there's no set time, or else -- what about the other one, the one we talked about. I want to join the Army. Fine, son, this is what we're going to do. Thank you. Boom, you closed right there. You closed because what he told you, you heard the magic words.

Interviewer: What stops that from being manipulation?

Subject: I say, fine. I'm manipulating, you want to call that manipulation going into the Army? Fine. You get manipulated every day of your life. How? Well, teacher manipulates you into doing what they want. Your parents manipulate you into doing what they want. If you go down to the store and you want to buy something and talk to the salesman, he's going to manipulate you into buying that shirt. So is it really manipulating or is it more or less giving you information and letting you make your mind up. You know. And I'd say in my case, I'm not manipulating you. I'm giving you choices. Certain other frames, environments, you don't have choices. Your teacher manipulates you and you don't have a choice. You're going to take an exam -- yes I am. Thank you. So. The other one, the good objection, the biggest one. Well, I don't want to join the Army because it's too rigid, I can't do what I want. I says, fine, you can't do what you want. Let's talk about that, okay. Here you are, I want to put you out in the, into the future and you got the job with a company and you're very, very good. And you've been with this company for five or six years and you're stable, you make good money, and you're starting a family, you've got a wife and maybe a child by now. You're doing just great in this company and your boss is the best boss in the world. All the sudden your boss retires and another man comes in. Okay. And here you are, and you don't like this guy, but you've been with the company so long, you're making good money and he gives you directives that you don't really care about, can you just pick up and quit? No. You got a responsibility, son. No matter what you do in life, you have regimentation. And you be surprised, they back up on you there. Yeah, but I can go look for a new job. Fine, you

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can go look for a new job. But you're still going to have the regimentation of the new job and you're going to start on the bottom. Because you're the new guy on the block and your chances of getting laid off are going to be better, too.

Interviewer: Good.

Subject: Another one, well, I heard there's a lot of drugs in the service. Yeah, I'm not going to lie to you. We got drug problems, but I'll bet you, I'll take you up to the college campus and I'll show you more drug problems than I will in the military. Okay, and besides that the military is more stricter on its drugs. I says, now, well yeah, I heard they put you in a, in the slammer. I said, yeah, I'm not going to lie to you. They catch you pushing drugs? Oh man, Leavinworth, here you come. But, the military also identifies you -- say you do get on a drug and you have problems and you turn yourself in. They have programs to help you, whereas out here, if you OD, no one gives a damn. Now, let's talk about drugs. You want to match me on it? We'll do that. That's another way. There's a whole, for everything that they come up with, if you really think it out and put it in perspective what they're saying. And when they do give you those objections, those objections are nothing more than more information. It's like I told you.

There are also, you gotta understand, and this is, this happens to everybody in recruiting, there are so many different things that you can experience in the military, good and bad, that you'll never cover them all with the guy. And when he comes back from basic or from advanced training and he tells you about something that you left out, that you didn't even think about as being important at that time -- how come you didn't tell me that? You know, partner, you're right I didn't. I said, tell me what happened. Well, this, this, this, and this, you know, I didn't know we have to go -- yeah, I forgot to tell you about that damn thing. I tell you what, when you get into regular units usually the way it works, I'm saying usually, is usually the next day you're off anyway. So you only pull it once every so and so often, I said. Those are the little things that we all encounter. Once you, you know, what you should be doing is straddling the entire rank so you don't have to pull that. Turn positive again.

Close to graduation or maybe two weeks, three weeks down the line, I call the parents. I'm going to

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call the wife, hey, how's he doing. All right. Or, this, this and this. Well, tell him to do this. Have him give me a call collect. You know.

Interviewer: I want to get your thoughts on prospecting and I'm particularly interested in this thing about in malls.

Subject: It's something that, I guess, the way I do that, the way I got to that, and I forced myself. At first it was difficult. You know how I did it, anybody I'd see in the morning, good morning. Anybody. Hi, how are you doing? I still do it to this day. I walk in the elevator, see some people, hi. Just greeting them or I'll be in a shopping line, you know, grocery store and this lady will be going --. It's nothing more than talking to people, you know. There's no magic formula on it. It's nothing that's magic except to, you just gotta talk.

Interviewer: So how do you decide who to approach. Let's talk about that.

Subject: How do I decide. Usually, if it's two or three people I'll usually address one, if I know, if I can see something, I look for, I look at the person. Suppose I see a kid that's got a football jacket on. Hey guys, you did great the other day. Whatever. Are you on the football team? Yeah. What position do you play? That's right. I saw you out there the other night. Hey guys, how you doing? But just to go up there and say, hi, guys, how you doing? They look at you all three of them like, hmmm. You know, what's he doing? You're interrupting their conversation. And I usually will pinpoint one, watch when he's not talking and start with one. Always start with one. If there's more we'll go for the others after.

That was a real situation, I just told you. Or else, let's see, what else did I do. Car wash. There was a guy drying my car. I really didn't care, there was some water streaking. Hey, do me a favor guy? You know, he's drying the car, will you get that one little place over there? Sure Sarge, no problem. Hey, what, I said, this is pretty rough work, ain't it. He says, nah, it gets bad on Fridays and Saturdays, geez we got more cars coming in. And after it rains, oh man. I says, yeah, I imagine. Boy, it must be getting old doing this stuff all the time. He says, yeah, he says, did you see the Karate Kid? I said, yeah, I saw the Karate Kid. Did you see when he washed the car like this and stuff, I says, yeah, don't tell me

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you're into Karate. He says, I was seriously thinking about it, this kid was outward to me. Hey, did you ever think about, you know, learning more about the martial arts, do you like that stuff? He said, yeah, I loved the picture. I said, well, hey, when you get some free time, let's talk. I want to show you some more about that. Well, you know, usually I get a lunch break. Hey, fine, I'll pick you up.

Interviewer: Do you, would you normally in that process at some point give him a question like, hey are you interested in the Army? How do you decide that?

Subject: Depends on how responsive they are. You know. Sometimes yes, sometimes no. Sometimes they'll lead you into it. Hey, what kind of uniform you got on? Army. Army. Yeah. I didn't know there was any Army down here. Yeah. He says, well, where you stationed? I said, here. What do you do? I says, I'm a recruiter. He says, oh hell. He says, you try to put people in, huh? I say, yeah, I try to put people in, you want to join? He says, nah, nah. I said, well wait a minute. What do you know about it. Well, I know they go to war. I said, yeah, I know we go to war, too. We ain't had a war lately. I said, what else you know about it? That's about all. Tell you what, how about if I tell you a little bit more. It works. If you get into the stereotype, you want to join the Army, you want to join the Army, you want to join the Army, that's not too innovative. That's not -- boy scouts are good. I'll put boy scouts. Yeah. As a matter of fact I had an eagle scout, put in the Army, he's been in, he's a ranger now. Been in the Army about a year and a half. And joining the Army to him was like a fish in water because he had gone -- I talked with, I seen him in uniform. I said, hey, I said, what troop you with, so and so and so and so. Who's your head master? Dr. _____. I said, hey, yeah, man, he's my kid's pediatrician. So what you guys doing? We trying to raise some funds. We're going on a trip in school. It's pretty good. I said, well boy scouts have changed since when I was in scouting. He says, you in scouting? Yeah. He's telling me about he was going up for the order of the arrow. He says, you know, I've been thinking about the Army. My parents want me to go to college. Is that right? They want the best for you. There's nothing wrong with going to college. How about if I could show you how to keep up with this adventure training and go to college too? Hey, man, great. Easy. Then the hardest sell was the mom and dad. And then I found out Daddy was vice president of a bank. Know

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him pretty good.

Interviewer: How'd you sell them?

Subject: The parents? Well --

Interviewer: You sell them the same way you sell kids? Is it all the same?

Subject: No. Because they're looking at the welfare of their kid. The kid is looking, he's looking for his welfare but he's looking for a challenge, too. So what you gotta do is, you gotta make sure that you instill in mom and daddy, that this is a stepping stone for him to further himself. Okay. How can you do that? By the amount of money we offer, by the tuition assistance programs, by the education centers, by the, if nothing else, by just the fact that he will get discipline and maturity that he will need to accomplish his goals in life. And one of the best things you can tell parents is, look, when he goes in, he goes through basic training, there's going to be challenges ahead of him that he's never thought about. And the old attitude of I can't do it, you'll find out will change. Because he will do it. Okay. He's in a situation where he's got to do it. And after a while it becomes second nature to him. Parents like that and tie that in with all the education money and with, and then you can also tell them, well, let's look at later on in life. Let's say he puts in the service and comes out, let's say he gets his degree and goes to work for a corporation, all the sudden there's a position open and he's competing with another guy. And they've got, both have identical credentials but he's got prior service. He's got an honorable discharge, he's come out an E5. The employer's going to look at that, working as a supervisor. Plus he's had the military behind him and he's got a good track record in the military. I said, don't you think that will help? And most of the parents will agree with me. They will, you know, and if you tell parents like that, if you level with them up front, and they have objections. They say, well, what we're scared about, what we're scared about is that he won't pursue his education. Wait a minute. Let's talk about that a minute. He's got everything going for him. So, after three years he's going to come out, he's going to continue, you know, because he's not going to give up. If he made it through three years in the military, he's going to continue whatever his goals are. You got to have faith in your son or daughter. I said, now let's say he doesn't get out of the military, he

makes a career out of it. Is he doing so bad? Is he still continuing his education? You darn right. That's when you come back with the, with say, hey, I did it. You'd be surprised, it works. It's being honest, it's being up front with them.

Rich people. I said, well, I said, let me tell you something. People that have the money didn't get the money by squandering it. They worked for it unless they had an inheritance and then they're still tight with it. I said, you'll find out that most people, probably if you approach them right, and talk to them right, will probably be more receptive to you. A case in point, we had an interview and first thing Daddy says, well, you know, he can go wherever he wants to school, I'll pay for it. I said, I realize that, sir. That's very commendable, I said. But just maybe your son would like to do it on his own. He says, you know, you make a lot of sense. You know, I want him to take over my business but before he takes over my business I want him to do it on his own. Dad says, you know, that's a good idea, son, you know. Come to think of it it is because we could pay for your education and stuff but maybe it would mean more to you. I put a little bug in that parent's ear. The worst case I had on that, we had a dad who wanted his son to go and the mother says no, no he's not going into the military, no way. No way in the world. I'm just close minded. It was sad. And what was sad about the whole deal was eventually when the kid hit, he went to school about a year, college, and a year later he went in. Momma still wasn't happy about it, made a point of talking with her still afterward. Hey, how's he doing? Well, he's doing real good. I said, well, see he's going to be all right. I know but I'm just scared. I said, I know. But you know it's like everything else. You got the butterfly and if you don't let it fly --. People are funny. Just because somebody's got a lot money. I think recruiters get intimidated by that. Because they don't have it, they'd like to have it and they walk in and they feel awful uncomfortable. Awful.

I'll tell you a cute story. You know, a lot of times the Army gets stereotyped. You know, I'll go to operas. I like music, I like all kinds of music. I enjoy it -- rock and roll to contemporary to classical to opera. I think it's neat. I think, I look, I don't understand it. Of course, now I don't understand Italian but I understand, I can read, I know the plots, I like the acting, I like the costumes, I like the symphony, I like all that, you know. So I took the wife Saturday night

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and saw an opera by Puccini. And my wife and I, she was dressed up and I of course, had a tux on. And the, I didn't know it at the time, but they had the junior ROTC kids escorting people to their seats. And all these kids, what are you doing here? We didn't know you go for opera. I says, hey, just because I wear a uniform doesn't mean I don't have any class. They'd laugh. Things like that, you know. Be proud. I go to an Episcopalian church. I'm Episcopal. We have a real good church. But they're very fashion conscious. There's a lot of rich people in that church. I'm not rich. I'm just -- but I'll never forget it was a -- DEPers and I went, it fell on a Sunday and I wore greens, class A uniform and I went to church in a class A uniform. And I got a lot looks. A lot of people didn't even know I was in the military. I'll be darn. You know, I had a lot of good responses after that. Recruiters don't do that.

Interviewer: Innovative.

Subject: Yeah.

Interviewer: Did you do it for that reason?

Subject: No, I did it because it was DEPers -- I had my recruiters, you know, my recruiters said well, we're going to graduation. What uniform do we wear? Oh, no you don't. You either going to be in class A's or --. Well how come, sergeant, it's hot out there. I understand it's hot out there, but you're going to graduation and honoring your seniors. By god, we'll be out there representing the Army. You'd be surprised how many people don't even know what the Army dress blue uniform looks like. Uniform has a lot to do with it. What's better advertising than a uniform? Where else? That's why you, you're a walking billboard.

Interviewer: Do you find that when you're selling these kids or talking to them that you can, it's reasonable to work on differences on Cat level.

Subject: No. The approach is different, I never thought of Cat levels -- I think everybody's, you should offer everybody the same whether the guy's a 3B senior or a high 3A, should still give him the same, if he's going into my Army. Yeah, you gonna talk a little different. Well, yeah, because usually the Cat 1, Cat 2's experience more in life. They've had more culture, more development, you know, as far as the world around them. A lot of them have been a lot of places outside the home environment. You might

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appeal to a different aspect but that has to do again with listening. See, the way you going to talk to a guy is going to be the way he presents himself to you.

Interviewer: Let me ask it this way. If I'm throwing a kid to you who you never met, you know, would your selling style change at all, regardless of real, would the way you get the information you need from the kid in order to do whatever you need to do, be different?

Subject: No. It still comes back to making him talk. And then, while he's talking, then you develop how you going to approach him. You see, when you start talking about a Cat 1, Cat 2, Cat 3 and stereotyping, you can get into the stereotype real easy.

Interviewer: What happens then?

Subject: Well then you get a canned approach. See what I'm saying? You're going to can yourself. You know. The guy might a 3A but he might not be able to tie his shoes, he might not have any common horsesense. Okay. There's two types of education. There's formal and there's street. And you gotta have both. At least a little bit of both. In other words, I can tell, I can, if I treated a Cat 4 in certain ways you're going to treat him differently, you're going to him hey, look, you're limited, this is what you can do. And this is what you can't do. But you're not going to berate him or throw him to the side because he can't perform. Because I've had Cat 4's giving me 3A referrals. Reason being is because I treated them right.

Interviewer: That's the difference I'm asking. So you would prefer to just talk? What's the advantage of that over being able to read all this material about what Cat 2's are like and why?

Subject: Because, he's an individual. You're stereotyping that Cat 2. This is what you're supposed to, this is what all your peer group, according to our survey, has showed us. Fine, that's a guide. You might use some of it. But you don't know what you're going to use. You're not, see what you're trying to do is you're trying to pinpoint the guy. Say, okay, here's the material. Okay, you give me all this material. Okay, this is what I need to know. Okay, fine, Johnny comes in. Hi, how you doing, Johnny? Great. Okay. This is, and then I start emphasizing all these good things that I learned what Cat 2 is like. Now suppose you get a

guy that's out of the ordinary? Suppose he doesn't fall into that? Suppose he's a Cat 2 but he's worked. I'll give you a good example. I remember the fence line. Remember the fence line I told you about I used to recruit? I had a young kid, blond headed kid, if you would have talked to him you would have thought this guy was the dumbest son of a bitch in the world. He was, I mean the guy was just, he looked awkward, he talked awkward and he was real down to earth, easy going, you know. And first impression was, I ain't going to make it. I'll tell you what, the guy graduated, top percentage of the class. Come to find out, you know what this guy did with his off time? When I went to the house I found out what he did. That kid had a library better than a college grad or professor had. That's right. I went to his room. He had shelves across the whole room and there was nothing but books. And the kid didn't have a t.v. in his room. Okay. What you doing with all them books? Reading. I says, is that right? He says, yeah. So I was laughing. And I asked him this question, I said, how long does it take you to read a book? He said, oh, he said, I usually don't sleep much at night. You know, I like to unwind after the day. Usually I'm good to go on about four hours sleep. I said, okay. He says, yeah, I can go through a book sometimes at night. You know, read the book. I thought the guy was a genius. That kid just about maxed the darn test. On the verbal. I tell you, you can't always tell the book by it's cover. So that's why I'm saying to you, you know, to me, yes there are, you know, there are the tentatives, you know, we know certain things turn on certain groups and this and that and the whole nine yards. But just the, just to arbitrarily start to stereotype, that can get you in trouble after while. It will work certain parts of the time. But why not find out about it individually, is the way I look at it. Find out about the individual. The more you find out about him the easier it is. The more you find out about the guy the better off you are. You know, this thing of, again consistency is through constant, constant prospecting, constant follow-up. I mean, that's just -- remember this guy I called today. Remember I was trying to set this guy. He's already balked twice. I'm not going to give up on him. Because somewhere down the line he'll bite once. I'm going to go down the tubes trying. The way I look at it is, there's something not quite there yet, but something will happen. You gotta believe that.

Interviewer: You gotta give him time.

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Subject: That's why I say, if you just work short range all the time, short range, short range, short range, short range, you know, you're going to consistently go into this crisis management. But if you consistently blow it, consistently talking with this guy, got this guy over here talking to this guy and this guy, eventually guys going to start falling into place. And when they fall into place just keep on going. Keep on talking to the other guy. And you keep on getting more and more. Keep them in the system, keep a bag of tricks going. See, because you gotta look at it as a bucket. Right. It's got holes in the bucket. The bottom is enlistments, the top you're feeding it. You keep feeding the bucket and it keeps falling out on the bottom. The enlistments fall out, you keep feeding more. You're never going to fill it, ever. Don't ever figure you're going to fill that bucket.

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Interviewer: What was one way you obtained leads outside the station?

Subject: What I did was one day I went into the school and I happened to be cutting across the cafeteria and I noticed a ping pong table over in the corner and, I mean, there was a flock of people around playing pong during their lunch. So, that was it, that was my in. The next day I showed up, I brought my stuff in and I went through this warming up exercise, I don't do it normally but I sure made it look like that's normal, right? And I played them and they had a couple good players. And after I played them, I got a crowd so then they wanted me back all the time. Well, I, I come back two or three times a week and play, and I literally got oodles of applicants, qualified applicants going into the Reserves, because that's all I talked about was Reserves when I was playing pong. And before I left there I had a precision drill team in that high school. Marching around out there in, in old khaki uniforms that were donated from recruiters in the 1st battalion, and I had a precision drill team. I had contracts lined up from the kids that were in the ninth grade all the way through the twelfth. You know, they were out there marching as young 14, 15 year olds and I, the date of their birthday, they're going to join the Reserves when they're 17.

Interviewer: You formed this precision drill team?

Subject: Yes. Yes I did. What I did was, one of the security people was a spec 4 in a local national guard unit right there in 2nd and I got with him and he knew drill procedures. I knew a few, but he was good at that. We formed this team and we had like 50 kids in it and it was a club, a club on the campus and they were, instead of painting on the walls like they were before, we had a team out there marching. We marched in football games, half time, all local parades, whatever, they really got engrossed and their parents got behind and we got uniforms, like I say, because I, I put in a notice at the battalion and that's when the, all the khakis were going out, so everybody donated khakis, I had oodles of uniforms and, and the mothers fitted them to the kids and they went out and bought themselves red berets and white gloves, so I made this national guardsmen my first sergeant and I was the commander and we had a team. And everything was built around the Reserves so I had the cooperation of the guard unit. But, you know, everybody was excited about it and, and it gave me an in. Just walk into the school.

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Interviewer: Now, when you're at this ping pong table, how do you sort of slip in? I mean, you start playing with this kid, when do you start slipping in, ever thought about the Reserves?

Subject: Oh, well obviously, I'm in uniform first of all, you know.

Interviewer: Well, can you go back to a specific time when you do this. And like sort of tell me, sort of replay it?

Subject: Normally I don't even talk about the Reserves, first of all. I let them, I listen to their jargon about being in uniform, you know. Normally when you walk into a school like that, in that particular environment you hear a lot of snide remarks, okay.

Interviewer: Can you give me like a specific incidence, a one time event, and like just sort of give me that first before the big picture?

Subject: Right. What I, what happened was we used to have a colonel here at the battalion that everywhere you go you ask, you ask them, do you want to join the Army. Or in my situation, Army Reserve. And he had a habit of calling up recruiters and coming right out to the stations, doing physical training with them and, and taking them to their schools. And when I first met this kid, A\$ called me up and wanted to go jogging and he told me, take me to one of your local schools. So I, I went out and I knew running with him and by the way, B\$ was with him that day. And the three of us were running and we're all short hair out there so obviously and we're white, running in, in this school at 2\$. And we get lots of snide remarks. And as we're walking out the gate, there was a big crowd around the gate and it was like a gang, you might say, and obviously we had to walk through them. And what happened was I knew that if I walked through that group of guys, I didn't want to talk to them, because they, they looked like they were trouble. And all I wanted to do was, was get my colonel and captain through them, but I knew I had to ask them if they wanted to join the Army. I knew it because if I didn't I knew my colonel would just jump all over me. Now don't get me wrong, I ask everybody, but this was crowd that all I wanted to do was get through. So we got going through that crowd and I thought well, I better pick the biggest and the toughest one because he'll be the boss. And I, I looked at this one guy and I walked up to him and I

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said, I asked him what he was doing? He goes, I'm standing here. I said, well okay, you go to this school? No. You know, I didn't want to ask him if he graduated because I knew he didn't. And I asked him, I said, well, would you like to join the Army? And he laughed, you know. I said, well wait a minute, you know, you're laughing. Why not? I said, what do you want to do, you know, when you grow up, you know. And the guy says, I want to be a criminal. No, that's not what he said. He says I want to be a, -- oh, I want to be a hoodlum. That's what it was. I want to be a hoodlum. I said, oh really, well how would you like to have some formal training? The colonel's going crazy. Well, the thing is it built rapport. The guy started laughing, right, and then I got to talk about the Army and I actually made an appointment with the guy right on the spot. Took name and number, called him back and he came into my office a week later. He was not qualified, but the fact is, we got out of the situation and I asked if he wanted to join the Army. But that was the beginning.

Interviewer: I love it. You actually said, how would you like some formal training?

Subject: Yeah. You know, he wanted, he said, I want to be a hoodlum, I want to learn how to fight, or something like that. He was being snide, and I just said, well, you know, I know you learn this out on the street, but how would you like to have some formal training.

Interviewer: What happened after that?

Subject: Well the colonel said I should be shot, you know. But the fact is, I was just trying to build rapport. You'd be surprised, really we have all factions out here and I was quite scared. Okay. And I walked in to the recruiting station is what you call a multi-service recruiting station where all the branches were and this big chief petty officer in the navy come up black, walked in the office and I'm in an office with four other recruiters, all black, and I'm walking in and it's my first day, a little bit scared. I didn't know if I could recruit or not, and his first comment to me was, Jesus Christ, they let a honky in here. That's the first comment, I thought, oh, these next three years are going to be tough. He's my best friend, Chief _____. He retired, he's now an Army Reserve recruiter, believe it or not. But you know, I've never felt pressure as far as different races and things other than that initial walk into

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the door and everything being barred, you know, at 2\$ High School. The rapport there, I never had problems. A lot of the recruiters say that they have to make appointments and they got to be going someplace to do something. I could walk on that campus and, and do just about anything I wanted. I get opportunities to teach a class here and teach a class there. And one of the stories I like to brag about was that they said that this was a low academic school, you know, that most of the people that come out of this school were not really that high caliber of individuals. And out of that school I got a girl going to West Point. You know, and her girl friend joined the Reserves. They have what they call a smart class. One smart class where one period a day all the real intelligent kids used to get in this class and discuss whatever. A variety of different things. And I got, the first guy I got to join was in the front row of the first seat and he referred the guy behind, and I put six people in that front row in the Army Reserves. And the way I figured, if they hadn't transferred me out there was four more rows in the classroom, so you know, I had contracts for the rest of the year.

Interviewer: Did the RA guys like, sort of, want to take them from you?

Subject: Well, no, to be very honest, they didn't because what I did was when I come into the station, I've never felt competition from the regular Army because there's two different programs. I mean there's many programs but there's two different philosophies. Either that person wants to go into regular Army for whatever benefits or they want to go to college right now. You know, and if they want to go to school now, boy that's my bread and butter. I've never been in competition with regular Army because I recruit from a completely different group of people. So what I did was I recruit regular Army first. Okay, I'll try to sell an individual on regular Army first and if they don't want to go regular Army and they want to go Reserves, like they're going to go to school, then I'll sell it. But I expect that out of every RA recruiter in the station and you can ask them here. So, and they do.

Interviewer: You expect what?

Subject: I expect them, if they set an individual down that they've made an appointment with, and they set and talk to them and find out what they want and they find out what they want is Reserve, that they turn

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that individual over to me.

Interviewer: As a Reserve recruiter are you subject directly to the station commander?

Subject: Yes. I will work with him and I will turn over all the information that he needs to make his job easy, okay, as far as reporting stats and whatever to the higher command, but I'm my own boss. I make my own program, I pick my own hours. Now that's easy when you're producing, you know, and that's, that's the whole key to it. I want to be the best there is out here because I want to make, I want to be the master of my time. I'm not going to be working here no six, eight o'clock at night making phone power and on Saturdays when I don't need to be. So the only way I can do that is to be successful. And I'm so successful that they're greedy out here and they'll say leave C\$ alone, we want his numbers. And it's worked for three years. I make my own time. Some days I may work two hours, some other days I may work eighteen. I work more two hour days than I do eighteen, though. Because you get to the point where you know how.

Interviewer: How do you manage to save all that time in prospecting?

Subject: Well, obviously today we're got a lot of chair time, but I spend very little bit of chair time. You know, I can recognize right away if a person's going to go in the Reserves provided that I get them qualified. When I sit down and talk to a person or I'm out running and I run into a person, wherever I meet somebody that wants, that I get in conversation with, normally I can tell right off if I could put him in the Reserves. And then it's just a matter of qualifying them.

Interviewer: How do you know?

Subject: I wished I did. You know, I don't know, I just have a feeling when I set and talk to them. I have a tendency, I get them pre-qualified real quick, you know, I'll ask them if they had any trouble with the law. If they've had any this or any that.

Interviewer: Can you tell during, before you pre-qualify?

Subject: Sometimes. But I've got to talk with them just for, just for a minute, just to listen to what they're saying.

Interviewer: Can you tell during the pre-qualification?

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Subject: Yeah.

Interviewer: Whether they're going to cut it or not?

Subject: Not mentally. I, I can tell if they're a criminal. I can tell what their attitude is. I can tell if I have a good chance with an interview, getting them to join, what I mean is.

Interviewer: What's your DEP loss?

Subject: I don't have DEPs. Okay, if they swear in I get credit, okay. That's on the Reserve side. My ratio with high school grads, males, is three to one. My females is five to one. My prior service is one to one. If I talk to them, they're going to join. Okay. At 1.1 to 1.

Interviewer: What did you talk to him on the phone about?

Subject: Joining the Reserves, literally. Well, I wanted to let him know about part time work. He was a little, he wanted to go to school and he, I, I understand from another, also he was referred from another kid named D\$, a non-qualified applicant. So I, I kind of knew that he was out there. All right, and one thing that he didn't bring out, I understood that he's got some strict parents, too. And E\$ -- I didn't mention that because it was irrelevant -- but, I had, I knew that if E\$ come in here and that he could pass the physical, that he's ready to join because I already know that he's, he's got some problems at home. I know he wants to go. I just felt it. You know, it's just a matter of do we have what he wants.

Interviewer: Is he typical? He seems to be unemployed, he's looking like for some sort of job security, I guess.

Subject: Yeah. This is a very high income area, around here, believe it or not. And a lot of these kids, they graduate out of high school and they just float around. Now E\$ doesn't, okay. E\$ lives right down here about three streets down and it's really not that, the homes in that area are nice but they're, you know, they're not the high bracket. But basically most of the kids out here are just, their parents enroll them out here at 3\$ just to get rid of them for another two years. 3\$ College. It's a junior college. It's just an extension of high school just about. It's a junior, it's a city college where they just pay a minimum fee and their book rent and that's it. You know, it's very reasonable, you can get through

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school for about a hundred bucks a semester. And it's nice for the kids, you know, that, that want to stay in the local area. But I try to feel them out, first of all. If you noticed, they recommend when you get an interview that you pre-qualify, right, at the beginning and then you do the information packet on them. I found that that tends to scare them away right off the bat. You're sitting there getting initials of, of any violations any place they've done and they feel like they've committed themselves before they even know the program.

Interviewer: I was surprised you asked them.

Subject: Well, the 200 cards, that's my bible, you know. I want to find out that info -- most of it I filled out over talking to him yesterday on the phone. I wanted to re-verify it, you know. But yeah, I always do that at first. I always do 200-card right off the bat. I try to get as much information over the phone. Many a times, I would say fifty percent of the times when I make an appointment over the phone, I can have them come in with their documents. Okay, and that's the big thing. I tell them, I want to see a diploma, I want to see the birth certificate, high school diploma and social security card. Bring them in with you.

Interviewer: Would you say that after one talk with someone, by the end of the talk you've either given a tentative agreement to do it or they're --?

Subject: In most cases, yes.

Interviewer: Well you've actually, I assume you actually say, are you ready to go into the Reserves or something like that.

Subject: You bet. I don't want to say a lot of recruiters, some recruiters can't ask. They just can't make the commitment. They can, they give a beautiful presentation, tell them about everything that there is, but they're afraid to turn around and say, do you want to join the Army. You know, and a lot of recruiters, I'm wrong, not a lot of recruiters, some recruiters will turn around and say well, why don't you go down and take the physical exam and, and see a counselor and see what's available. What a waste of time. A lot of people go down to join, are going down to see what's available and they're not actually going down to join. You know, that's a waste of my time to spend doing a packet on a person and send him down there and letting that

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counselor sell him the Army Reserve. You see what I'm saying. They've got to be committed to join if what they want is available. A lot of these people don't even know that. In most cases I want a commitment right off the bat unless there's parents involved, like parental consent. What I will do on a parental consent, I don't like to give the first interview with a parental consent, a seventeen year old, I don't like to give it at the same time I'm talking to the parents. I like to get the seventeen year old in here first and get him pumped up and ready to go.

Interviewer: Why's that?

Subject: Well, he's, he helps me out. Okay, I mean, literally I have him sold and he's already pre-program Mom and Dad before I get there and they've got what questions they want to ask, you know, on the spot.

Interviewer: Well, what's the difference? You give them the same presentation.

Subject: Well, I've found that a lot of them, say I call them off of an ASVAB list and, and they said they plan college or they plan military, whatever, I call them off of there and make an appointment. I, if you go in and talk to parents, Mom and Dad and the kid the first time at their home -- but I don't mind at all giving the initial interview with the parents.

Interviewer: Talk about one time when it happened and tell me a little bit about the differences that happened there that made you come to this conclusion that it was better not to.

Subject: Okay, well, first of all, a lot of parents will get a pre-conceived idea of what the Army and Army Reserve is about. Okay. When you say Army Reserve to them, they hear Army. And the first thing they're thinking is, their son's going to be away for two, or daughter, two, three, four, years and they automatically block it off. That's a negative thought. That's before I even get a chance to talk to them. All right.

Interviewer: What's different about selling the kid versus selling the parents?

Subject: Well, first of all, I want to make sure the kid's willing to go, you know, provided the parents will give their approval, that he wants to join the Reserves. I'm not going to waste my time on

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selling a kid, a maybe kid with parents. See, I'm not saying that USAREC thinks that's a good policy, but I don't want to waste my time and evening with a young man and parents if the kid's not ready to go. So I would rather have the kid all pumped up for two or three days and has been bugging Mom and Dad and then when I go in, I sell them the program. Because I know the kid's going to join. Okay. But sometimes you can't do that. The kid turns around and says, well, you know, you come talk to my mom and dad here at the same time. And I'll do it. There's not any more pressure. It's just a difference in attitude, that's all. I'd rather get one on one on the kid first and have him ready to go. Because he's going to help me, you know, he's going to work on Mom and Dad before I get there.

Interviewer: You still haven't given me a sense of what's different.

Subject: Well, yeah, oh, time frame, is the only thing. If it's the initial interview, you go out with Mom, Dad and the kid, in most cases you're going to have to come back. You tell them whole program and now they want to sit down and talk to the, everybody else in the world about what I just said and then get back with them.

Interviewer: Okay. Well let's say that you see the kid first, and then you see the parents. How is your presentation, are the issues the same?

Subject: Well, pretty much, yeah. I want to assure them of what time is involved and what, you know what I'm saying, what, how long the kid's going to be away and what to expect and the good and bad points of, of being in, you know.

Interviewer: Do you always see the parents?

Subject: No. I always see them if their seventeen, under eighteen because I need parental consent. If they're over eighteen I ask them if they want me to talk to their parents and if they don't, no.

Interviewer: What if the kid has a girl friend?

Subject: That's up to him. Again, I, you know, I try to do it as quick as possible. If E\$ had come in here today and said I want to join the Reserves, I would have started his information packet.

Interviewer: Uh-huh. You did.

Subject: Well, by, by USAREC regulations we've got to do a

packet right on the spot. I don't agree with that. I'll be honest with you, I'd rather take him down Monday morning and ASVAB him first and then once I get his test results back, do his packet. But, they seem to think if you do the packet first, now you've put in the mind of that applicant that he's committed, okay. And they seem to think that that's an asset and I see their thought behind it, but I, I personally think that sometimes that may, you know, freeze them up a little bit. They're thinking, oh God, you know, this is my first time setting here, it sounds good but I'm scared now, I'm putting my initials to stuff. So I would rather ASVAB them and get the test back, because in a lot of cases if you, if you test somebody in there on CAST and they're marginal and now you're telling me I gotta spend fifteen, twenty, thirty minutes doing a packet on them, take them down two days later and test them and they flunk, you throw all those documents away. Okay. Now, a lot of times when I'm putting eight and ten people in a month, that's a lot of packets to go through, but, you know, to me it's a waste of my time. I would rather test them, get them mentally qualified first and do packets.

And many cases, when you're talking to a parental consent, you don't want to do a packet with that applicant until you're setting down with the parents. So, then that may be a second interview. Okay. I'll tell you another thing, too, is I want what I call the quick contract, okay, quick contract meaning I would rather talk to somebody than pre-test him, I work off an ASVAB list in the high school.

Interviewer: Is that a react list?

Subject: React is a card they send out where it's a prior service or some individual wanted a pair of socks or a wallet and then, but they've had an interest someplace. Okay, but it's, that's not what I mean, we, you know, we ASVAB our schools normally twice a year and that's my bread and butter. As far as that ASVAB list, that's where I make it. I would rather look at that ASVAB list before I've ever made an appointment with a kid and know he's already mentally qualified, see, now that, that's one of my selling tools when I make the phone call to, to make that appointment. Is I can set there and tell him how he did on that test because he hasn't found out yet how he did on that test. Believe me, they take these tests and other than a recruiter going into the school and, and explaining how the results were, the computer print out that

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they get back as a student isn't quite the same as what we have. And, you know, they really don't know how they're doing. So that's a selling tool. I can tell them that, yeah, hey, you're qualified in many, many areas. What I want to do is, you know, bring you in and let you know what the Army Reserves has got to offer. I'm not going to go into my whole sales pitch, but I'm saying that the ASVAB list is really an asset to me. I would rather have them pre-tested so that when they come in here I already know they're mentally qualified and, and I can do that information packet once I give my sales presentation here. And now all it is a matter of gathering documents, setting up to take the physical. I like, that's, you know, you cut out a three-day testing period.

Interviewer: I want to move back a little bit. To the small picture. You say you, sometimes when you've spoken to kids and you were able to tell the first couple minutes whether they were going to cut it or not, so to speak.

Subject: Cut it except mentally.

Interviewer: That's fine. Except mentally. Can you think of a specific, could you tell that in the first couple times you talked to him?

Subject: Well, on the phone I ask him the question. You know, I talk with him, I talked about --

Interviewer: But did you get that feeling, could you tell over the phone?

Subject: Yep. Yes.

Interviewer: Does it matter, the first thing I'm asking, does it matter whether it's over the phone or whether it's in person?

Subject: Well, it kinda, it helps me on my presentation when they come in. If I have an idea in mind that when I talked to him on the phone I really felt positive about my little conversation, that, you know, he's coming in and he's going to be here, yeah. I'll cut my presentation short, not that, now where I don't think it's needed. You know, over the phone.

Interviewer: Can you think of someone you, you talked to who you just knew, you'd been talking to him for a couple minutes, and you got that feeling?

Subject: Okay, young man that was in here, F\$, his brother, G\$, I remember G\$ came in with a, with a friend and

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wanted to find out about the Reserves and I talked with him, boy, he wanted to get into law enforcement, that's what it was. Law enforcement, and he was, he was a young man, he was 18 at the time. And to get into law -- and he wanted to be, to be a cop -- and to be a cop you gotta be 21 years old. And, and he, I could tell that he was gung ho for law enforcement. Well MPs, provided that he's qualified, would be the ideal area for him out here. He came in, he said he wanted to find out a little bit about the Reserves. He, he wanted to be an MP. Okay, he already had that in mind. And he sit down and by talking with him, he was a non high school graduate. He dropped out of school. Yeah, okay, I asked him when he sit down I could tell he was intelligent just from his conversation, you know. Well, he said he did well in school, you know, he had good grades in school. But he was bored with school so he dropped out, he told me that right off the bat. Because I asked, one of the first questions, are you in high school, a high school grad. No. And he explained to me.

Interviewer: When he said that was there anything about his mannerisms that confirmed that for you? Was he just bullshitting?

Subject: No, because many people sometimes hedge to tell you they're a non high school graduate and he did right off the bat. You know, they're a little embarrassed maybe.

Interviewer: And he wasn't embarrassed?

Subject: No. He just said, I was bored with high school, it was too slow for me.

Interviewer: How would you know if he was embarrassed?

Subject: Well, he volunteered it too quick to me. A lot of people will say they are and then you find out they're not and then they'll, you know, it takes you a while to get it out of them. He, he came right out.

Interviewer: So you were talking to him and he said --

Subject: You know, I haven't finished school because I was bored with it. And he indicated to me his plans to go on to junior college, so at least I knew he still had education in mind, but high school bored him. At that point he set and dictated to me what he was looking for. What I mean is, he set down and said I want, I want to get into law enforcement and I want to, but I don't want to leave for a long

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period of time because when I'm 21 I want to go into law enforcement right away. But I would like to get experience as an MP. He had it all down. Only thing he didn't know is where the units were. And he wanted to find out about the Reserves. Well at, at that point then I asked him questions, you know. In law enforcement there's several things that you got to be qualified in, security clearances and whatever. I had to find out if he had any violations that would keep him from getting in that field, and also I wanted to find out, being that he was a non high school graduate, I knew that his qualifications was going to be a lot higher than being a high school grad.

Interviewer: I want to get you back to talking with him now.

Subject: Okay. Well that's, the next thing I asked him was I wanted to find out if he's mentally qualified to go in as an MP. So at that point I said, do you realize you're a non high school graduate and you're going to have to have a higher mental score in most cases than if you were a high school grad. And what I want to do now, before I even sit down and tell you about the programs, what you gotta do and all the benefits and whatever it is, I would like to give you the practice test, to find out in my mind if you're going to be qualified in that area.

Interviewer: At that point did you have that feeling that let you know that this kid was probably going to cut it other than, other than the mental test, were you still unsure?

Subject: Being that he was a non high school grad I wasn't sure if he could cut it because I had to find out why he was. He said he was bored, but you know, he said that. So, I figured, okay, now once you take the CAST, now he came in with a friend. Okay, so I'm going to talk to his friend now. And I, I put him in on the CAST and let him take it and I sit down with his friend and started talking with his friend about his buddy's qualifications or whatever, you know, what he thought. You know, why did he drop out, found out that his friend was a high school graduate. They were school buddies, and in fact, he said, yeah, the guy's never been in trouble in all his life, you know. GS's never done anything. He wants to learn to fly. As a matter of fact he's taking a student pilot right now, flying. Well that tells me the guy's got some clevers there, you know, because he's trying to fly. So that give me the indication I knew mentally he should do well. And he did. He did

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very well on it, so my next thought was, I, when he came back in I set him down and, and I told him according to the CAST he was going to be qualified to go in. I now found out that he wanted to go to college.

Interviewer: What did you ask him to find that out?

Subject: Well, first of all he's got to finish different courses in law enforcement to go into law enforcement civilian-wise. I then explained what it would take, what the benefits of being an MP would be to enhance him, three years of experience.

Interviewer: What did you have a little, sort of a mental list you were going down for the benefits?

Subject: Okay, now I was only working on an MP at this time. I wasn't talking about schooling benefits or any other kind of benefits, even the pay. All I did was the training that he was going to get when he went to the school and the part time experience with pay that he's going to get as an MP. And what a benefit it would be for him once he starts going into law enforcement as far as the extra points and experience.

Interviewer: Right on down the line.

Subject: You bet. And then I also explained to him what benefits he would have if he was a high school graduate or equivalent. See, now he had indicated to me that he was going to go to college and he was planning to go to college pretty soon. So I'm trying to remember the time frame. I believe it was in, it was about the same time frame now. I'd say February maybe. He didn't want to go to training until June or July. He wanted one semester of college in before he left. Well, I knew at that point that he could, if he could get the 15 college credit hours while he's in college, he would be considered Army Reserve, a 3 Alpha high school graduate if he finished those three, fifteen credits. And he had planned on doing that. So at that point I knew he was joining the Reserves but I held him back. I didn't put him in right away. I didn't put him in as a non high school graduate. I let him, I let him enroll in college, all right. I tested him.

Interviewer: Okay, we gotta go back for a second because we're still in that first conversation.

Subject: Oh, okay.

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Interviewer: And at some point during that conversation you got that feeling that let you know --

Subject: Oh, that he was willing if, if the slot was available and he was qualified for it, he would join the Reserves. After he finished his test and he did well on that. I knew mentally he could pass the test. And I set him back down again and I started asking, you know, what, what his plans were in the near future. And it was immediately to go into school. I, I really felt that he was legitimate. At that point. You bet.

Interviewer: Now, what was it that let you know, what came just before that feeling, do you remember, what was the conversation?

Subject: Gee, it just, he was a talker, he was a positive talker and he was, he was almost selling the program to me.

Interviewer: Did his voice change at all? Did you notice anything like that?

Subject: It changed as far as, when he found out that he was mentally qualified on the CAST, I remember that because I, I talked to him about how he had to score a lot higher and he was at ease when he found out that he did well on that.

Interviewer: How did you know he was more at ease?

Subject: Well, I, he was laughing. You know, we were joking about his high score.

Interviewer: Anything else let you know?

Subject: I can't remember except that he was just really, he was happy that he did that well on the practice test, you know, and I indicated to him at that time, you know, provided he's qualified in the other areas, you know, that I think we have a program for him. And he was pretty happy about that. At that point we just set down and, and I listened a little more.

Interviewer: Did you notice what, so he finished the CAST and started laughing?

Subject: Well yeah, he was joking with his friend.

Interviewer: Joking with his friend out here?

Subject: Yeah, matter of fact, matter of fact I teased him. I brought his friend in and run it off on the

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computer right there where his friend could see it so that there could be a, a little bit of competition there, because see I was hoping to CAST his friend too. All right, and his friend did join with him by the way. All right, but that was my, my thought. So then I challenged his friend. All right, so when he got a high score, then I, I turned around and put the pressure on his friend. Well, you know, I'm going to be talking to G\$ here, well take the test. See if you can outdo him.

Interviewer: Did you know when you talked to his friend before he was given the CAST that he was going to be okay to go?

Subject: No, no, excuse me, yes, I did. He was taking the CAST when I was talking to his friend. All right? And by talking to his friend I could tell that G\$, he had no law violations.

Interviewer: Could you tell his friend was ready to go?

Subject: No, no. His friend was kind of apprehensive. As a matter of fact his friend's older brother was prior service and he actually had some negative thoughts about it.

Interviewer: Okay, so his friend took the CAST, you're talking to G\$. His friend, you go in and play off the friend, you know, show him his CAST scores.

Subject: Well, yeah, we compared. And they were both very close. They were both in the high mental category.

Interviewer: And did you know then that his friend was going to be good to go?

Subject: No.

Interviewer: Okay, what happened. Could you tell that day?

Subject: Yeah. I could because now I brought him in here and I continued on finding out what, what G\$ wanted to do. And I felt at that point that, and I also figured out that, wait a minute. I don't want to get ahead of myself. I knew that G\$ wasn't going to join the Reserves right away. All right, because he wanted to get those 15 college credit hours. I had told him about that because it qualified him, what am I trying to say, put him in a higher mental category as far as I'm concerned. And I kind of goaded him to finish his college before I put him in. Obviously, I'm out here recruiting for mission box. I didn't need a 3 Alpha non high school grad, I need high school

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graduates, 3 Alphas. And I, at that time, now, I'm not, I don't know if I can quote this correctly, but I think I already had mission box made anyway for the month. So I was in no urgency to throw this young man in right away just to have a number. All right, so I was building. So I would rather wait three or four months for him to finish getting college credits and prove it to me and me putting in a 3 Alpha high school grad. All right. But, when I was talking to him and setting him up, telling him to go ahead and enroll yourself in school immediately, get these credits and I will keep in touch with you constantly. I want, you know, work with him while he's going to school. His friend got interested in some of the programs that we were talking about. Not MPs, but just some of the part time pay, because I already, G\$ wasn't working.

Interviewer: How did you know his friend was interested?

Subject: The money. And I, and another thing, too, that interest both of them was the the space available flight. Travel. They both went bananas when I told them about being able to, to fly all over.

Interviewer: How did you know they were interested specifically? What did you see, hear from them that let you know they were interested?

Subject: Literally, I told them about the 28 days a month they have free, they can travel all over the world, Space A flight, G\$ was ready to join right then. They were, they were pleasantly surprised. That, that's a benefit. I don't remember any gestures except maybe a glow in his eyes, if that makes any sense. He, he just looked like he had, he had won a contest or something. You know, he just felt like I opened something for him. Yeah, his eyes got wider and he, you know, talked maybe a little faster and his friend, see it was his friend that I noticed at that point, now his friend started asking me questions. Before he was just sort of defending and kind of laughing off the fact that he's here with his, his buddy. The two of them, oh, well, you want gestures, they both looked at each other. And it was like they were, they were, they already had plans to go someplace. You know, I felt that those two looked at each other and they were on the next flight to Hawaii. Yeah. See, and I knew that that was going to be my selling tool to him, all right, so, then, you know, we set down and I went through the, the rest of the presentation but I really felt I didn't need to. Because that was one point that, that they grabbed and I did do

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an information packet on him then and set him up for scheduling. But I wasn't planning on putting him in until he finished. His friend joined four months before he did. Yeah, his friend, not that day, but I tested him two days later, both of them together and then upon completion of the test they were both high 3 Alphas. I did a packet on his friend and, and he joined right away. And G\$ joined about three months down the road. And the only reason was I, it was a sure contract, but I, I wanted him to get, become, 15 units in college.

Interviewer: One of my recruiters has a saying that he likes which is, we shall recruit no prospect before their time.

Subject: Uh-huh. Yeah. There's so many restrictions that being a 3 Alpha non high school grad, you know, I'm doing them a disservice really. And I don't need their numbers. I don't have that pressure to have to put them in.

Interviewer: So let me bring you back one more time. At what point did you realize that G\$ was good to go?

Subject: I think right after I told him about the space available flight. I just knew he was, he was, it was a matter of just doing the paperwork on him. Well I knew that if, if he, at that point when I saw them, them contemplating amongst themselves what they're going to do, it was just a matter of me processing this young man. I mean, I didn't have to do any more selling to him. You know, I didn't have to tell him about anything else.

Interviewer: Did you, did you like at that point, I'm trying to figure out what's behind that feeling that you got and I'm wondering whether in your mind it might have flashed a picture of, like, this kid in the Reserves.

Subject: No. I don't know, I don't know if I, I saw him just in the Reserves. I saw him qualify, let's put it that way.

Interviewer: What did you, how do you see a person qualify in this case?

Subject: Well, mentally and morally, I could see physically he was okay. Mentally, meaning I've already at ease that the guy passed the CAST. Okay, and morally was my last step. My only, I had apprehensions that everything's going too smooth. Darn guy's qualified in everything I see and only by what he tells me is he morally qualified. My

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only thought now was, I've got to make sure that this guy is legitimate, that's all, that he's morally qualified, has no law violations that are going to bother me, because in this situation --the first feeling you have when somebody walks in the door and you've never met them before is that there's something wrong with them. I know that's a negative thought but we've found out that most people walk in the door, they either got something hiding from them that they're coming to you, you didn't go out and find them. Okay. When he and his friend walked in the door, that was my main concern. You know, the guy's qualified in everything he tells me, but he walked through the door and he knew everything. Has he been to three other recruiting stations and talked the same thing with them and found out that he was unqualified? Is he giving me a line by walking in here? That was my only thought. That was my only concern. Now I've got to make sure that the guy isn't a criminal. You know, and what I call criminal, meaning that there's something --

Interviewer: But you felt that once you told them about the travel?

Subject: Right, I really felt that at that time, I'm saying that when you have a walk-in, those are concerns. You know, in the back of your mind.

Interviewer: Okay, at what point were you satisfied they were morally qualified?

Subject: Oh, boy. I'd say probably just a couple minutes later.

Interviewer: Okay, well why don't you take me from, you mentioned the space available, okay, what happened just after that?

Subject: Okay, I, at that point, I started asking GS specific questions like, you know, do you have any law violations. And I started going down typical law violations, you know, traffic violations, parking violations, any kind of violations at all. Failures to appear -- I just started hitting every one that I could think of. Juvenile law violations and he was, no, no, no. And then I, I told him that I would be checking on him. You know, that I'm going to be doing police checks, you know, and whatever because there's going to be a strenuous background investigation if you go into this field, this particular field and that I've got to know. I want to know what you've done and what you haven't done. Because it could hinder him getting into the

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area that he wanted. And I didn't see a reaction in his face that he was trying to conceal anything from me. He was calm, he was giving me the information readily.

Interviewer: What do you notice in other kids that you, talking about whether they were lying to you? How do you know from other kids, what reaction do you look for in their faces that lets you know when people are lying?

Subject: Well, when they evade questions, you know, I ask them a question and they, they evade giving me the answer. Have you had any problems? Well, --

Interviewer: What if the kid gives you a straight answer and you just say in your mind, say --

Subject: Then I will turn around and I will let them know that I have ways of finding out even without asking them. It seems to me that a lot of times when they won't look me in the eyes, you know, they look down, they get a little nervous with their hands or whatever and I, I feel that, you know, I've hit, I've hit a funny bone with them. You know, I, I can tell that they're concealing something.

Interviewer: Okay. Good. So now, let's go back and you're talking to H\$ and G\$ and you're running them through your list?

Subject: Right, see at that point, after I talked about their, the benefit of Space A flight, I then went through the benefits of the commissary, PX, medical.

Interviewer: Did you know at this point they were qualified?

Subject: Oh, okay, well, okay, I felt that they were qualified when I started talking to G\$ about the background investigation that was going to have to be done on him and what the penalties would be if we, you know, he joined the service and, and concealed something from me, we found out about it. Because he didn't react, you know, like he was scared at all.

Interviewer: At that point you knew he was morally qualified.

Subject: Yeah, I felt he was.

Interviewer: Okay, so, on your list there were three things, there was mentally qualified --

Subject: Mentally, morally and physically.

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Interviewer: Physically. And at that point you felt they, they had it on all three?

Subject: Yeah, I knew mentally he was, morally he was at this point, and at that point I started talking about his physical shape.

Interviewer: Okay, were you convinced then that you had physically qualified at that point?

Subject: Yes, and the reason for that is that he had indicated to me that he had taken a physical for flying. All right, now I fly and I know what that physical involves and, and I felt, well at this point, yeah, he was. And I asked him the specific questions off of the Spear sheet.

Interviewer: Did you know before that, did you get the feeling before that he was physically qualified?

Subject: Okay, he indicated to me that he liked to fly and I knew he wasn't lying because I have a private license for flying and I know what, the experiences he was telling me about flying, I knew were legit experiences about what he had to do. He was just a beginning student pilot and I recognized some of the things, experiences he was telling me about. He had to be doing it or he just wouldn't be telling me about it. I knew that so I felt at that point that, you know, unless there's some freak thing that comes up later that he was physically qualified. He looked it.

Interviewer: Okay, he just met your three criteria. He was physically, mentally and morally qualified. At that point did you know that he was, in your mind, good to go?

Subject: Well, I, I sometimes can feel immediately that they want to go. Yeah, but, for me, for me to feel peace of mind, I've got to find out these three areas first.

Interviewer: When you got that, at that point, when you knew he was physically qualified, you knew also he was mentally and morally qualified. And you got that feeling that he was good to go, is that a different feeling?

Subject: Yeah, it's a relief, you know. I'm setting here knowing that I don't have to sell this guy on any more, he's ready to go now. Now it's a matter of me prepping him, getting him ready to go down there gung ho, ready to take the job.

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Interviewer: Have you ever had a kid all qualified but he was still resisting?

Subject: Oh sure, sure, I've had people that, they were information seeking mainly and I don't know where I was in their information seeking pattern. Were they going to the Navy next or had they already been to the Navy and were they going to the Air Force after me, you know. Yeah, I've, I've had information seekers. I didn't feel he was after information, though.

Interviewer: What was he after?

Subject: Well, he was looking for the program. And I'll tell you something, too, it's very, I don't like to sell programs. I want to sell benefits but I don't want to sell a program. Because I'd been in a world of trouble if I couldn't have gotten him an MP slot. So you see, you don't want to sell a job. Now unless you know you can get it for him. Now, I've been very successful because I can call a unit and they'll create a job for me if they don't have them available.

Interviewer: Can you get that feeling back when a person has met all the criteria?

Subject: When they make an obligation, fill out that information packet, first of all, you know they're good to go. I think, yeah I'm trying to get it back. I know when I turn around and I talk to him like in G\$'s case, I knew that he was qualified in the three areas. He was interested and then I turned around and I cut off the sales.

Interviewer: Like that.

Subject: Yeah, I cut off the sales and then I decide, I ask them, our next step is we got to do the information packet. I want to do it now. And the response I get from him, well, yeah, no problem. You got the time. Yeah, I want to get it done. I know then it's just a matter of going through the paper work.

Interviewer: And what's going on in your mind other than, well no, I shouldn't say other than, one thing in your mind is your list of what needs to be done now.

Subject: Yeah, in my mind now is that I've gotten this far and I hope to heck he knows everything I need to know to get this packet done, that there's no snag in the paper work. The next thought in my mind is documents. This guy is ready to go, what happens

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if he doesn't have a birth certificate, you know, what am I going to have to do there? What am I going to have to do if I can't get a social security card? You know what I mean, a document, I don't want to be stopped because of a document at this point. That's my fear.

Interviewer: Has that ever happened?

Subject: Oh, yeah. But I don't think I had that fear with G\$ because in my mind, the moment I talked to G\$, my thoughts were, I'm going to have to baby sit this young man for the next three or four months and keep him motivated so that he can get his fifteen credits. So there was no sense of urgency with him.

Interviewer: Do they put a kid like that in DEP, you have that in Reserves?

Subject: No. I didn't want to swear him in. I didn't want to take him down next week and swear him in and then him become a high school grad later. Because he would have joined as a non high school grad. Okay, so I was going to have to baby sit him in my own mind for the next three or four months until he got to that point.

Interviewer: What does that mean, to baby sit?

Subject: Means that I keep him out of trouble. I follow up with him constantly, get him involved in our stuff, we have, well, like, we have a soft ball team here. You know, we have our DEPs play soft ball, we play the Marines and the Air Force and whatever, about every other Saturday. And I had to make sure that G\$ kept his -- see, when you have a non high school grad the first thought that in your mind, is they don't follow through on anything. You know, they, he may have the intelligence but is a guy going to follow through?

Interviewer: We're talking motivation?

Subject: Motivation, yeah. If he, if he was bored with dropping out of high school and had the intelligence to graduate, is this man going to follow through on a three or four month program and join the Reserves three or four months down the road? So my thought was that I really, I'm going to earn this contract with this guy. You know, I'm going to have to baby sit him all the way through until he gets those credits. That was my only, only fear. I knew he had joined, but I didn't, you know, recruiters like the instant contract where

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you know they're interested now, you do the paper work, you get them down town as quick as you can to swear in. Okay, now they've made the commitment and all you do is reinforce that commitment. But when you have to hold somebody for a long period of time there's all kinds of things that could happen in there that could change their mind. And I knew that with G\$ I was going to have to constantly be a part of his, you know, his environment for the next three or four months.

Interviewer: Did you prepare him for that in some way?

Subject: Yeah. I told him of the benefits that he would have to get those fifteen credits. All right, to get those, you, it's very important that you be --

Interviewer: Speak to me like you spoke to him.

Subject: Well, literally, you know, I can put you in now, okay, but the benefits that you're going to have -- first of all, I don't know if I can get you an MPs as a non high school grad. And I checked the regulation, yes I can. He had a GED, okay, so I could. But I told him where the benefits of later on of going into college, you know, of getting the bonus, non high school grad, you can forget that. All right, with the program I believe you had to be a, it was a high priority unit and you could get a couple grand by going into the unit, you had to be a high school grad or equivalent. All right, and, so to him, it was a benefit for him to get those units and be qualified before I -- I also let him know that when he set down for an interview three years later to go into law enforcement that a high school diploma or equivalent, the college credits is going to weigh a lot on their decision, you know, going into law enforcement. A non high school graduate, and again, I don't know what the particular qualifications are, but I guarantee if you're a non high school graduate that's going to hinder it at that point and how I felt that it would be an asset for him to, to get prepared to go into the Reserves and, and to get to know me and let me, you know, reiterate what the Reserves is all about, but not to join now. Literally, to get ready.

Well, he seemed, like you say, he accepted that, okay, because it was in his time frame, you know. I had, I had already explained to him what the time frame would be for joining, when he would go through his basic training or whatever and that was acceptable to him, you know, because he didn't care if he swore in next week or four months from now

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but the end result would have been the same and he wouldn't have lost anything by waiting four months, okay. So literally he, he said yes, you know. That's great and at that point I, I talked to him about wanting to keep in a constant contact. First of all, I wanted to get everything done. I wanted to get him tested, get that out of the way so that's not a problem in his mind, get him mentally tested. And then I wanted him to start gathering documents because if I remember right, we had to order a birth certificate on him so that was, that would have been a lag in time if he would have joined right away but I was, I didn't have any urgency there. So I gave him a check list of things that's gotta be done. Okay, and getting information or whatever so I just took my time doing, doing G\$'s packet. But by doing that I was constantly having him in here doing a little bit today and a little bit tomorrow and a little bit next week so that there was, there was no stale time for him. Felt like something was happening every time he came in. And then I got him, and H\$ interested in our, our soft ball. They're both pretty athletic and by them playing ball on the weekends with us here, they felt like they were part of the organization even though they weren't, although, H\$, H\$ joined about two weeks later. Okay, but, and then when H\$ joined, that was reinforcing too, you know. G\$ knew he, I knew he was going to go.

Interviewer: Did you have to be concerned at all with people trying to talk him out of the Reserves?

Subject: Oh, yeah, you bet.

Interviewer: How do you, was there anything you can do about that?

Subject: No, except just reconfirm my experiences with the Reserves and what the rules and regulations are, exactly what you can, what you can do and what you can't do, just reinforce what I've already told him and then try and figure out who is it that's telling you --

Interviewer: Is there anything you can do in the interview like that to, that will carry over once he leaves the station?

Subject: Yeah, one thing that I do is sometimes you get, my dad says that there's a, like a female applicant, I'm setting here, my dad says that all the females that join the Army look like football players and they're all dykes. You know, and now I've got to

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sit down and tell them, and they've just watched a program Sunday night that showed that there's a bunch of lesbians in the Army, right. Now I've got to, to do something about this. I've got to, to tell them that, no. The one thing that I do is I try to sell the Army Reserve as a business.

Interviewer: Well, did you actually ever have to deal with this issue?

Subject: Oh, yes. I've had that happen. What I, I do normally, is I will say, yes there are problems like that. Not big major mass problems, all right. What I try to do is to say well, the Army Reserve is like any other major corporation. You know, they have all different types of varieties of different people and it's, every organization or major corporation including the Army Reserve and all the other branches has a screening process that they go through and I have set you down here and we've already gone through information packet where specific questions were asked of you. That you initialled telling me that these situations haven't happened to you or whatever. Like there's the lesbian questions or whatever right in the information packet all right. And you've told me that this didn't happen. Every person that went into the Army Reserve has told a recruiter somewhere along the lines that they did not have these tendencies. If they said yes, they went through an interview down at MEPS and were politely disqualified. Okay. But if you, if you hide it, it's like any major corporation, people will get through. I don't care if it's fire department, police department, Army Reserve, some people sneak in and get through and then they become known once they are out. And these are the ones you see on t.v. with their eyes blacked out, you know, asking questions. Every organization, god, I can't tell you it's not there. There are some there but we're like anybody else, we do the best we can once we find out to get rid of them. So, no, it is not a major problem you have to worry about. Females, that's what I tell them.

Interviewer: Males ever worry about it?

Subject: Same thing. I'll go through the same spiel with a male, you know, explain the same situation only substitute for the situations with a male.

Interviewer: Good, what other kind of objections like that have you had to deal with?

Subject: In 2\$, the young lady that I put in the Reserves

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that later went to West Point. A _____ girl, U.S. citizen, born in the states, her parents were _____, that question came up. She's a beautiful girl and that, and very petite and she was very, very concerned about the football player image that some of the women that she's seen on t.v. that are in the service. And I, and I had to let her know that, you know, the movies you see on t.v. are just that, for your entertainment.

Interviewer: When she asked you that question, though, did you have to like come back a day later with a good answer?

Subject: No, no, no, I just, you know, I, I run the Army Reserve as a business, you know, and I'm an employment agency and I'm going to get people qualified to go in. That's all. You know, I'm to qualify them and, and help them on their steps to get the job they want, or area training they want, they want to call it, career or whatever. But, no, that hit me right away, you know. I know for a fact that everybody that goes in says that, you know, are asked specific questions and they sign it. So if that's the case, the only people that could be in the service that have these tendencies are people that concealed it and got in. So, if that's the situation, see, there was a big talk on 60 Minutes about a year ago, about a staff sergeant someplace, regular Army, that said that he joined the service with the recruiter knowing he was gay. And I had to set there and tell the television set he's a liar, all right, because I know for a fact that if, if he had admitted it on his information packet, that 1966 series, that he would have gone through all kinds of interviews and had been, would have been disqualified. And my thought was, when I saw it on t.v. and the whole world was believing that we let him in, show me a picture of the 1966 on the tube here where he initialed, yes, and they didn't, obviously. So I know that he lied. He may have, the day he went into basic training, he may have told them. Obviously, you know, I don't know, but I knew that his comment was, wasn't true, he didn't initially let them know. So, you know, and go from there.

I think I know what you're saying. I'm trying to think of how I say I solve the problem. I don't know if this is good for recruiting, first of all, if I run into where I feel it's going to take me some time to talk someone into joining the Reserves, when I say time, I mean days, weeks or months, I, I'll never let a person die, an applicant die. I will not accept no. Okay, unless

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I know that they're disqualified in another way. I won't accept you saying, no I don't want to join. I'm going to find out why and then I'm going to try to overcome those. But, so, so, but if I feel in my mind, and I can't think of any specific instances right now, but if I feel in my mind right now that they're not a quick contract, meaning that they're just going to join right away in a normal time frame, I will continue, I'll put them in my back burners. I, that's it, I'll stop wasting time with you. I will not let you die, I will not give up on you, but you're now becoming not a priority with me anymore. If I know that I can't overcome those objections right now, that's it, I'll back date you a couple of days down the road and I'll keep, keep talking with you until you either give me a definite no, leave me alone.

Interviewer: You wait for them to change.

Subject: Well, you know, they, they've either got to tell me absolutely no, or I won't give up.

Interviewer: How do you know when you're ready to get back to them?

Subject: Well, I set and look at my old -- see what I've got booked out. I literally will, I'll say well okay at this time I know that you're not, you know, you're not interested or whatever but I would like to keep in touch with you on a regular basis.

Interviewer: You were going to have to figure out some way to approach these people, this guy.

Subject: I was going to have to talk to them, one way or the other. Okay, because AS was advocate about that, no matter where you went if it was a matter of going in and buying a hamburger, you tried to sell the Army to the person you just bought the hamburger off of.

Interviewer: Now, how did you generate what to do? I mean, eventually you ended up going up to this guy and saying something.

Subject: Well, I saw them there and I knew that I was going to have to go past them because they were gathered around the only entrance to the jogging field, or to the track. And, and my only, my thought was, and it went through my mind, I ask most everybody, you know, do they want to join the Army, do they want to join the Army Reserve, and at least get into a dialogue with them. But this particular situation looking at this group, you knew it was a

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waste of time, or at least I thought it was a waste of time by looking at them. And my only thought was to cover my butt, because I knew if somehow I could get past them without saying anything it would have been easier for me, but the colonel would have jumped on me in a second.

Interviewer: Did you know how to do that when you first realized what was going on?

Subject: No, I was trying to figure out how I was going to talk to these guys, okay, because I knew I was going to get an adverse reaction. I knew that. Something snide was going to come out of it.

Interviewer: How did you know that?

Subject: God, you know the guys got chains around for belts and mohawk hair cuts and they're setting there smoking weed because you could smell it.

Interviewer: Could you just sort of see them talking?

Subject: Yes, and I just knew that I was the red neck square individual in their minds. I just, I was prone to be attacked. You know, I knew it.

Interviewer: So, what did you do?

Subject: Well, I, I wanted to pacify both. I wanted to do the best I could to get out of the situation and, and make the colonel happy, too.

Interviewer: What did you see happening in your fantasy about what was going to happen when you approached them?

Subject: I, I saw them just verbally attacking. I, I felt that the moment I walk up to them, if I don't say anything, they're going to say something.

Interviewer: Okay, so you have this picture of what was going to happen. Was it from your perspective when you were seeing this picture, was it like you were in a movie theatre watching this action going on?

Subject: I was in the picture.

Interviewer: Seeing it from your own eyes?

Subject: You bet.

Interviewer: Okay.

Subject: You bet, and I felt like, I felt like the 97 pound weakling going up against the big bully. And I

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knew that there was going to be a confrontation, I knew it.

Interviewer: Okay. So as this is going on in your mind, you're in that picture, what happened then?

Subject: Well, the, my thought at that time was, there's only one way I'm going to win this battle, is I've got to strike first. That's all. That sounds weird. I, I've got to hit first. I've got to catch that guy off guard before he can start his largo, you know, he's going to start doing something that's going to bolster up his ego in front of his friends. I got to grab him and get him concerned with what I'm saying before he has a chance to do that.

Interviewer: Okay. So that's your outcome.

Subject: That's, that, that was my thought as we were approaching. Okay, so when we got to them I'm the one that made the first comment. Hi, how are you? You know.

Interviewer: At what point, let's go back now, you're coming up, you're seeing the situation, at what point did you decide that was the strategy to use?

Subject: It just, yeah, it, gosh, ten seconds before we reached them.

Interviewer: Okay. At that moment, where you decided it, ten seconds before you reached him, you sort of said, this is how I'll do it. And I'll hope no one starts hitting.

Subject: That's it. Don't ask me any questions I can't answer.

Interviewer: That's right. At that point, that picture in your mind, the new one, what was that picture? What did you see happening?

Subject: Hmmm, it wasn't going to work.

Interviewer: It wasn't going to work.

Subject: I, I felt that, you know, it wasn't going to work. I was going to have a--

Interviewer: That's what you were saying.

Subject: In my mind I was thinking that no matter what I say, it's going to end up being a verbal battle with these people.

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Interviewer: And, what was your picture saying?

Subject: Well, the picture was saying that I don't care what they say, I, I made the commitment to talk to them about the Army and I don't have to, see I'm walking away from them. Whatever, whatever I say to them really doesn't mean anything as long as my colonel is satisfied when we walk away from them.

Interviewer: You saw yourself walking away?

Subject: Oh, yeah, I mean after, I was hoping that I could say something, they'd give me a quick answer back and that would satisfy the colonel and satisfy them and they'd be gone.

Interviewer: In that new picture were you, like, in the picture or, like, seeing it from, like a movie theatre? What was your perspective?

Subject: Yeah. Yeah, I visioned what I wanted to do, you know, so in that way I was seeing myself. Yeah.

When I was in school, in high school, I was afraid to get up before a crowd. I was the typical white knuckler where, and what I mean by that is that, not only was I afraid to get up before a crowd and talk, I suffered with the person that was suffering up there. Have you ever done that? You just sit there and Johnny's up there talking and he, you know, making mistakes and your setting there just gritting, please Johnny make it, make it, Johnny. Gosh, I was that way and going into recruiting, I'm going to talk to a lot of people, onesies, and twosies and twenties and two hundreds, and I wasn't sure I could do it. And I mentioned a lot earlier that it's nice to know your subject first of all, because when you try to talk to people and you don't know what you're talking about, that's tough. And things like table tennis has been a big, big asset to me. Because I had opportunities to perform before big groups and by getting a positive reaction from them, you know, kind of reinforced --

Interviewer: Well, you must have had a real -- a bad recruiting experience.

Subject: I can't, I'll be honest with you, I'm trying to sit back and think of a bad recruiting experience that I've had.

Interviewer: Let me phrase it differently, a difficult recruiting experience, not bad, difficult, something close in time. You're pushing through a

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lot of people, you must be doing what, four a month.

Subject: No, I've been in recruiting, production for three years, because I've gone through all kinds of schools and I've put in 267 people.

Interviewer: In three years?

Subject: In three years. Okay, so, I average normally about eight people a month.

Interviewer: Eight people a month.

Subject: I've put in as many as eleven.

Interviewer: Okay, if you're doing that kind of quantity, and knowing you it's probably quality too --

Subject: A lot of it, yes.

Interviewer: You must have hit some things that were, were difficult because people were different.

Subject: Well, I kind of hinted to that a little earlier, if I ran into difficulty and I knew they weren't going to be an instant contract I back dated them and I went, you know, tried to pull someone else in real quick.

Interviewer: Okay, that's good, that tells me you're pre-qualifying based on what you get now. Once you back date, how do you solve the problem of how to get them in?

Subject: Well sometimes people will deceive you, you know, they'll want to know certain information but all they're doing is shopping, they have no interest at this point. You know, there's an interest there, let's put it that way, but maybe they're, they're out comparing. You know, and I want to get them past that or if they're going to compare and I can't stop it, let them go compare and I'll grab them after they've finished. You know, checking with the other services.

Interviewer: Okay, so let's get something specific here. Someone who was on the back burner who you did get into the reserves but at the time you couldn't figure out to get them.

Subject: One that I had a hard time with was a guy named IS. Non high school grad, 3 Alpha. He came in, wanted to get the information about the Reserves and he had, he was a waiver. I had to do a law violations

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waiver on traffic tickets, failures to appear and whatever. And, let's see, he seemed, I had the impression he thought he knew everything and that he was, he really could get anything he wanted. He came in and was shopping so something told him, because I didn't go out and find him. I don't, I don't go out and area canvass for non high school graduates, okay, they walk in the door. He came in here looking for something but then once he, he came in looking for it and I gave him the information, he was not ready to make a commitment at all. He tried to give me the impression that he didn't need me, yet I knew he walked through the door to talk to me. Okay, so, I just literally had to get through that, that barrier he put there. He gave me the impression that the high paying job that he had now, which he didn't have, but he tried to tell me he did, and that, I constantly kept in touch with him. I took me a month just before I could even ASVAB him. Because I, no matter how much I talked to him, he still believed that if he took the ASVAB he made a commitment. So he was, he was a loner. He was out here on his own, and he ended up having to go through several jobs before I finally convinced him that, you know, he's going nowhere, nowhere quick. And finally after his, the last job he went through at \$3.35 an hour and there was no raises involved, then he, I remember he was, he was willing to let go of that facade he was trying to put on. And then, then he joined. But I must have worked with him for eight months. I kept following up. First of all I got him the jobs. You know, the guy came in and he had a job and then he was unemployed for a while, living with his sister and, you know, he was, he gave me the impression that he was hungry, you know, the guy was hungry, so I went out and I know a lot of the jobs that are available in the local area here because I'm out talking to the employers on, on employees that they have that might want to go into the Reserves or might have a need for it, and so I sometimes have a pretty good idea of, of work that's available for people out here. So I referred him to a couple of jobs and he worked them both. And finally, you know, when he saw that once he was with a firm and he just couldn't go anywhere, he made the commitment. Yeah, he gave me a call one night at home, and I don't even know how he even got my home phone and told me he, that's it, I'm fed up. He says I'm living here, I'm sponging off my sister and her husband, I can't afford a car, you know, I can't afford this, I can't afford that, I need to get trained in an area now. I've got to do something. I'm, you know, he's in bad shape. And at that point it was just a

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matter of qualifying him. Okay. But I knew that I was going to have to do a waiver on the guy, too. See, I, I didn't even start the waiver during this whole period of time because obviously you're not going to do a waiver unless the person's willing to go in. So I got him another job at a lumber yard working while we did the in processing, the paper work stuff. And so at least he could survive and give his sister a couple bucks each week, so that, you know, kept her off his back because he couldn't afford to live out on his own. And he was very, very receptive at that point. We, we did, we tested him immediately and was a high 3 Alpha, non high school grad, and we got his information, his documents from back east were mailed out to us and we did the, did the waiver on him. It took a month and a half to get all this approved and took him down town and he got into a very, in the medical field, that he wanted. And then that was it. He wanted out, he wanted to leave as soon as possible.

Interviewer: Surprised he didn't go RA.

Subject: Yeah, I am too and I let him know about that too, but his thoughts at the time were that he literally wanted four or five months of money making and to be off his sister's back and then he wanted to come back here and go to school. Okay, 3\$ in the medical field. Wanted to become a nurse.

Interviewer: If I was to ask for another example, the same kind of situation, but one where you didn't have that time. Ever been in that position?

Subject: Oh, okay. With, with females, they are very hard to recruit because they're very finicky, you know. They, they're hard, I, and one of the mistakes that I made when I first come out here was that I, I called a young lady off of an ASVAB list that was mentally qualified and when I talked to her, I, that first response over the phone was yes, she was interested and I got so excited that I had made an appointment with a 3 Alpha female that I made it, I was anxious and when she showed up, I forgot to pre-qualify her. That's why I like to get into it and make sure that before I embarrass them and they embarrass me that I pre-qualify them all the way around. This girl walked in the door and needed to be pried in the door, she was 300 pounds and, you know, Hilda Heifer, and I hadn't asked her over the phone. And that's hard sometimes, to ask a woman, hey, you know, what are your, are you married, do you have any children, what's your height, what's your weight. Because these are real tricky questions with a female and I was typical. I made

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that mistake and she walked in and was way overweight. So that is something that, it's hard. You got to ask them and got to, you got to be forward about it. Find out, you know, and hope to keep that rapport with them to where you don't embarrass them.

Interviewer: What's difficult about asking that?

Subject: It's not difficult asking, I think it's getting an, an answer from them. I think sometimes you gotta put a gun to the back of their head if you look at them and see that there's a question in maybe height and weight, weight, to get them to step on the scales. Okay, sometimes they just absolutely refuse. In some cases. You know, because they, they know they're overweight but they're not going to admit to it and you know they're overweight and you've got to, got to let them know that this is, this is one part that you gotta do.

Interviewer: What other differences do you find between recruiting females and males?

Subject: Well, females have so many more areas for problems. They, they change their minds a lot quicker, if you work a female you want to put her in right away. You don't want to, you don't want to linger it on for months and months. You know, there's, there's a lot more female single parents out here than there are male single parents. That's a problem. And they just seem to be a harder sale.

Interviewer: Is the sale any different for you in terms of the process you go through? Do you emphasize different things?

Subject: No, not much, I still get their, their basic, what they gotta do to qualify to get in. And their benefits that they have, you know. It's all the same. It's just a matter of, you know, trying to figure out what they want, you know, what their goals are and, and adapt to that.

Interviewer: How do you find out what their goals are?

Subject: Ask them. Just, you know, why do they want to go into the Reserves, you know. Find out, and then try to fit that to where it will benefit them. You know, just find out what they're trying to accomplish. You, it's, you don't get many females, you know, because the word military is just something that scares them. It's a unique group that you can get in.

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Well, they will be pre-qualified before I make the appointment. Okay, by the time I get to the point asking them for an appointment I will have already pre-qualified them. So regardless if they go for it or not, you'll know. Okay. But I don't want to make a phone call just to be talking to somebody. Because my goal is to, is to, you know -- okay, so I'll do that. And I'll tell you too, I think that my strong point is, is my telephone. People say they hate making phone calls. I can make all the appointments I need in one day, and then work off of them from there.

Interviewer: Do you use the phone primarily for making appointments or for doing the entire thing?

Subject: No, just making the appointment, that's all I care about, just get them in here. Because if I can get them setting there, if they're qualified, I'll talk them into the Reserves.

Interviewer: Will you make the appointment if you think they're not qualified?

Subject: No. No, it's a waste of time and it builds up my --

Interviewer: Good, yeah, I think you're right. I, I didn't know where you did your pre-qualification. Apparently you like to do it on the phone.

Subject: Yeah, if, and I use the example of the girl, it's a waste of my time to be setting making an appointment and they show up tomorrow and they weren't qualified when they walked in the door. Now what will probably happen, you'll find different degrees of qualifications on the phone. Some people, you know right away that you can ask them every question in the world and they're going to give you a truthful answer. Others will fudge on you. You know what I mean.

Interviewer: Can you get a sense of that when they're fudging?

Subject: Sure, you know, especially females. You've got to start, somehow put humor in the conversation to find out how tall they are and how much they weigh. Because I want to know. You know, I don't want to be face to face embarrassed. So, you know, that's the important thing is to, and they say, they said in the school, your primary goal was to make an appointment. That was it. The moment you can get a commitment to have them come in, that's fine. But they didn't go far enough, further, to find out that, qualify them before they get in. Their statement was, you qualify them as much as you feel

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comfortable with. And then, you know, each one of us is different as far as how much we feel comfortable with.

Interviewer: It's a waste of time.

Subject: You betcha. I don't believe, and my first sergeant said, I don't believe in opening up -- setting making calls just to make a contact. What a waste of time. Ask them to join the Army and then let them tell you a thousand times, no, and you've made the contact and you, you identify it on paper. But you don't call them just to let them know I was thinking about you today, I'll talk to you next week. It's a waste of time.

Subject: They looked forward to seeing me.

Interviewer: Seeing you jogging.

Subject: And I was an advertising billboard. When I was running I had Army Reserve written all over me and my jogging outfit that I had made up, it was Army Reserve written and that's it. I wanted them to see me every day and, and I wave at the same people every day and I make a lot of appointments by when I would call them on the phone and tell them who I was. Are you the guy I see running in the mornings? And that was my, my in. And so, yeah, that was important and I ran at certain hours so that I hit certain high areas where there was a lot of people. Now I do that a lot out here but what I've done is, I enjoy, we have a wilderness park two miles down the road here and, it's built in a little valley, it's about a mile and a half long and there's this mountain that goes up 3500 feet and there's S-turns that go up to the top. And I enjoy running to the top of that mountain. No, I do not enjoy it. It kills me. I know that if I can get up there I've worked up a good sweat and it gives me time to think about what I'm doing and it's a good feeling to get up to the top. Because when I get up to the top I can look over the whole valley, I see everything. And then I run it down. I run about an hour a day. It's a seven mile course to the top, to the bottom and get back. And I really, a lot of times I just literally go rehearse certain things that I'm going to be doing. Like if I'm going to be going to a, a class. So I, I like running, that just for being out and watching the jack rabbits, early in the morning to make that run, because I beat the smog and there's a lot of wild life and it's, it just takes me out of, of a routine, if you want to call a routine, for a short period of time. I hate running, but I

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like the after effects of running up there. I do a lot of thinking. And I actually enjoy, I, I have met some people that I meet on the trail. A couple, an old couple that I see every morning because they, they're coming up the other side and I almost speak to them all the time. And I, I've met a lot of people in the park.

Interviewer: Where do you do your thinking when you're jogging?

Subject: Probably in the automobile, to and from, I find it sometimes hard to get it out of your mind. You go home, you still think about it even though you don't want to. But, I, it's getting to the point where, you know, jogging's a necessity to me. But I'm trying to make it as pleasant as possible. So I try to integrate other things, you know, like going out and playing ball, basketball or whatever, ping pong when I get a chance. But jogging's a necessity.

Interviewer: Do you have some way of distinguishing which rules to follow?

Subject: Okay, now, I can remember back as a shop steward, as a civilian, rules were there to follow, but there was, there's two sets of rules.

Interviewer: Thank you. I knew you had a distinction.

Subject: You know, so you had to, to distinguish which, which ones are appropriate or which one takes priority in that particular situation. You know, there's a rule that says you can't fire an individual for a certain reason. Yet a company says we can, or whatever, so you got two rules. You got to, you gotta use a little common sense of which one has power or authority at that time. So you, you know, you go with that. And recruiting's kind of the, kind of the same way. There's rules that they want you to follow to be successful and to keep yourself out of trouble, you know, to do it right, but then there's rules of recruiting. You said I follow a pattern, yes, my rules that I've made to make me successful and, and to be honest. They parallel probably, you know, USAREC's rules too.

Interviewer: How do you know when a rule works for you?

Subject: If it keeps working I keep using it. You know -- okay, well success is the best thing. If it worked once it will work again. If it continues to work keep using it, you know. Yeah, basically that's it, if it works and it gets the job done in the

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quickest amount of time, continue on using it, it's got to be right.

Interviewer: How do you know when to change rules?

Subject: When it stops performing like it has in the past.

Interviewer: You mean, if everything stays constant, you're satisfied?

Subject: Well, I'm saying if I am, if I am attaining the goal that I had set by using my rules and I'm getting what I want out of them, yeah, I'll keep, I'll work it to death. As an example, they, there's many ways of making a contact, a telephone call, right, is one way. Another way is to walk on the streets and, and walk up to someone. Everybody has their strong and weak points. One of my rules that has been successful to me is to work on the telephone. I can get a lot more success a lot quicker that way, so that's the number one rule to me. I know I will succeed if I, if I go out and constantly work the telephone. Now, if something happens I start to, to fail on that area then I'll, I'm going to have to adjust that rule to go back out on the streets or whatever so, you know, as long as it's successful to me, you know, it's gotta be right, you know, as long as it keeps working.

Interviewer: Any other criteria for keeping a rule?

Subject: Well, the criteria is to get the job done. You know, and if that rule was getting it done, you know, you don't want to change it. So I can't think of any other reason to change it unless you're, you want to, if I got time to experiment.

Interviewer: Another question about rules. What are your rules about rules?

Subject: Rules about rules are that they, they're all subject to change upon given a situation or environment, things change around you all the time so old rules work back in old time, new ones have got to be created for the new situation.

Interviewer: Any others?

Subject: I can't think of anything else, that's just a constant way.

Interviewer: So we have rules are, rules are good to follow, are subject to change, especially when you don't get success.

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Subject: Right. If they're not successful yeah, if rules are, if they're not getting the job done by the present rules, then the rules are out dated. Okay, and you hopefully got to get them changed. You know, proper channels, if they're your own rules that you make up, that's easy. You know, if it's not your rules, if it's a standard written rule, then you've got to hope that the people that wrote it, change it quick enough or you get the information to them to get it changed. The government does that all the time.

Interviewer: What do you want in a job?

Subject: I keep using the normal answers. I want satisfaction, enjoyment. Yeah, I, I want to be subject to change all the time. I don't want to get stuck into a routine or a no, a no go situation where I can't continue.

Interviewer: Do you have another word for that?

Subject: Yeah, there's positive sense, I, I want to work in something that's a constant challenge. Something that you can always be, try to be good at.

Interviewer: What will having that do for you?

Subject: I stay away from boredom, you know, to have something new, it's happening all the time. Just to not get complacent.

Interviewer: What's important about that?

Subject: I think it's just that, the challenge to succeed, you know, to, to, you know, to succeed at something that I, maybe I felt I couldn't accomplish. That and to attain the goals, and when I say goals, I mean right down to making enough money to live comfortably on. Not have to worry about that as being a problem. Attain the future goals like retirement, the benefits that come along with retirement, the benefit or the goals of respect as you, you go through your, your career. You know, and when I say earn the respect not just be given the authority.

Interviewer: Why did you choose your current job?

Subject: Because I'm bored with my old job. That's a commercial on the radio. I chose it for retirement. I was working in the super market, okay, as a shop steward and warehouseman, you know, it's a two-fold job, and I came into the Army Reserve to start getting active time, Army Reserve

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on active tour to complete my twenty years full time for retirement.

Interviewer: And what was important about getting active time?

Subject: Right. Right, I wanted to get that at the earliest age that I could. So that I have the guaranteed income for the rest of my life. So at that point, whatever I do, it is not a necessity that I, I work for a living to live.

Interviewer: Okay, and, what's important about that? Because a lot of people like to work.

Subject: Oh, yeah, nothing about being against working, it's just that I, I like recreation. And there's certain things that I would like to do when I retire. It's corny, I like to fish, I like water sports, I'm a diver, I love underwater photography. You know, I like to take movie pictures under water. I want the time to do that stuff.

Interviewer: Was there any one thing that was a big chunk?

Subject: I think that the biggest thought was just the security of, of having a guaranteed retirement. So that regardless of what I go out there and jump into, if I fail, I won't starve.

Interviewer: What other ways could you have done it?

Subject: Well, I could have maintained what I was doing, you know, working for a supermarket chain. My future, I really didn't see a long range future there because I had chosen a road to go and, and I had backed myself up into a corner. And what I mean by that is, I had, was elected as a shop steward so I really put my heart and soul into making sure that everybody's rights were not violated, but at the same time I alienated myself away from any kind of a management job because I became a pain in the butt to management, so they knew I was doing my job right, but I was literally that man, that thorn in their side constantly, so I really alienated myself for career progression in the supermarket business. I knew I had to make a change sooner or later. And that I physically could not continue to do the job, you know, as I got older.

Interviewer: What is a good way for you to increase the chances for you success?

Subject: To branch out into other areas within this particular field I'm working in. I mean, I've got to get away from recruiting. When I say

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recruiting, as a field recruiter. Like my opportunity I have now, be going into a different area in the recruiting command. I got to branch out, where the rank is.

Interviewer: Anything else?

Subject: Okay, what is a good way, to personally follow up on every, if, how do I say it, personally make sure that everything goes okay. Not to rely on others to get me where I want to go.

Interviewer: Okay.

Subject: You know, make sure that every step was, was done properly and that it gets to the next step.

Interviewer: Okay. What is a good way for someone else to increase the chances for their success?

Subject: I would say, to have faith in yourself, in your abilities, not to shorten yourself. How do I, how do I say that? Not to believe that you're not capable of doing anything. Or to attain your goals. A lot of people don't give themselves enough credit for what their abilities are. And they, they set short range goals for themselves where they could set it higher. Have more faith in your own abilities.

Interviewer: What do you mean set it higher?

Subject: Well, or like long range goals, what do you want in the end? What is it, what is it you're working for. Is it to get a quarter an hour raise, or is it to be the president of the company. You know, so some people feel that there's no chance to be that president so that they, yet they may have the ability, but they just won't give themselves credit for it.

Interviewer: Are these two things that you follow in your life?

Subject: Well, yeah, every long range goal's got a thousand little ones to get to it. You know, you don't want to take it all in one big chunk. You got to work your way up the hill. But yeah, never accept no. You know, you can apply that to everything. Nothing is impossible.

Interviewer: Anything else you'd tell someone?

Subject: Maybe in different words, but the same meaning. I can't think of anything else.

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Interviewer: You talked about branching out personally, following up with -- are those things that you might recommend to someone too or is that more for you?

Subject: Well, I knew that the only way that I could, I could get the goals accomplished that I wanted I had to follow through. And obviously if I have these problems I would strongly suggest that other people take care of their, follow up on their personal actions, whatever's happening, to make sure that they're attainable. You know, you, as much as you'd like for other people to take care of you, if that includes your superiors are going to take care of you, it can be forgotten. You know, and it doesn't have to be intentional. And the person that sits back and expected it to happen and then gripes about it after it didn't and they made no effort to have it happen, you know, they're just as much at fault.

Interviewer: Let me just back track because I, I want to make sure I'm understanding this right. What I'm understanding is that things you told me are things that pretty much are things that you follow, too. Both the branching out and following up as well as setting high goals, having faith in yourself. Am I correct in that?

What is the relationship between what you were doing this year on your job and what you did last year on your job?

Subject: Hmmm. Oh, boy, what is the relationship between the two. They're very similar. You know, they're the same. I, my goals were slightly different, but it was the same process. I did the same thing last year as I did this year.

Interviewer: What would it have taken for you to stay here?

Subject: To be able to progress as far as, as rank here. Okay, I would have like to have stayed out here. I love southern 4\$ and I, I could recruit forever if I, military wise I could go on through the rank structure. Okay, and, and the reason I'm leaving is, is literally so that I can, my career, I can progress through it, you know. I would have like to have, I enjoy recruiting. Let's put it that way. I would have probably set harder goals for me, meaning more people, higher quality, if I could stay out here. But I don't know how long I could do that either, you know, because I'd be doing the same thing, only maybe, you know, trying to get more out of it. Okay.

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Interviewer: So basically if you, if you could go up in rank you'd probably be staying?

Subject: Yes, for the next couple years. Okay, it wouldn't be something I'd want to do until I retire.

Interviewer: How do you know that someone else is good at their job?

Subject: By the badge they wear, you know. Shows that they've had to been good at it. And by conversation with them, just by their attitudes towards recruiting. What, if they enjoy it. I, I want to hear them say some of the things I'm thinking.

Interviewer: Anything else?

Subject: Well, I don't know what, it's longevity, if they last out here, they're good at it. You know, people that go past the initial three year period. They must be good at it.

Interviewer: How many times do they have to demonstrate to you before you are convinced?

Subject: I can tell if he's going to be good.

Interviewer: How can you tell that?

Subject: By the questions that he asks me. You know, if he asks me how I was successful.

Interviewer: And if he asks you those questions and you answer them, how do you know that he's going to be good. How do you know he's got the talent to use that information?

Subject: I, boy, I know that if a recruiter goes through the basic course and comes out here with a positive attitude and he follows certain patterns, what I think is good, that he's going to be successful. I, I think that the recruiter that's not successful out here is the one that doesn't want to work. That's all. And they'll make every excuse in the world why they're not. You don't hear excuses. If they're asking you questions, they're not making excuses. You know, they're trying to better themselves.

Interviewer: He said, some of those guys just love to cry. They love it. You know, they want the attention or something. They'll start crying their heads off. They make it, they're good. It's the guys that

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wimp out, just don't do it, that --

Subject: But they become experts of avoiding working.

Interviewer: That's right.

Subject: What a waste of time. It's easier to be successful.

Interviewer: Getting back to new recruiters. How do you know that they're good. One thing you told me is the questions they ask. Something else?

Subject: Well, if they listen to you.

Interviewer: Well how do you know they're listening?

Subject: Well if they keep asking the same questions, they weren't listening. You know, and over a short period of time, watch them perform.

Interviewer: How do you know they're performing well?

Subject: By listening to them, you know, setting here listening to that recruiter make a conversation over the phone or, or listening to him talk to an individual, see if he, if he knows his, if he knows his product, you know, and if he's getting truthful statements.

Interviewer: And how many times do they have to demonstrate that before you're convinced?

Subject: Oh, boy. I supposed it's different with different recruiters. Everybody, one guy might totally convince me in a day.

Interviewer: It's your rule.

Subject: Yeah, I know it but I told you they're subject to change, didn't I?

Interviewer: Well, how many times? Is it like, is it like a period of time? Is it consistency, is it like number of interviews? You must have some criteria.

Subject: Probably a period of time I would say. You know?

Interviewer: About how long?

Subject: Oh, a couple of months. Give them a couple of months.

Interviewer: Well you just mentioned before that pre-qual is an important part of what you do. I like to know a

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little bit more about what you think about while you do it, like when you're on the phone or whatever.

Subject: If they meet the age requirement.

Interviewer: Yeah, tell me.

Subject: Okay, do they meet the age requirement. That's one thing I ask them. Are they criminals? Do they have any kinds of law violations, I want to know everything. Okay, are they, are they physically qualified?

Interviewer: How, how do you figure that out?

Subject: Well, by asking do they have some sort of a disease, or a, a medical problem that will disqualify them according to, you know, our regulations? Asthma, epilepsy, things like this and these are questions that, that you want, you want to ask. Okay, rather than for them to get in here and find out. You want to find out if they meet the, the other moral qualifications, as a parent, you know, do they have children? You want to qualify them, I think I said age already. That's it. Age, all the moral aspects, all the physical aspects and mentally, meaning, have they ever taken the mental ASVAB test. Are they qualified there? If they haven't taken it, you want to determine if they're capable of passing it.

Interviewer: How do you determine that?

Subject: Well, over a telephone call, you want to ask if they've taken any other similar tests, like, maybe college entrance exams or tests of any time, SAT, PSAT, or if they have not done it and they're in high school, how are they doing on their grades. What kind of courses are they taking. Okay, those are all indicators of what their interests and their abilities are. Like if they're taking chemistry and algebra three and trig in high school, you know that they must have something on the ball or they wouldn't be taking them. So that's an indicator.

Interviewer: How do you pre-qual, are there any other indicators?

Subject: Yeah, their interests, a lot of times.

Interviewer: For example.

Subject: Say for instance, I definitely want to go to West

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Point. Or I definitely want to go to Harvard. I'm working to go to Harvard. If I hear, well I may go to 3\$, that tells me that they're, you know, well, that didn't tell me anything there. That, you know, 3\$ is nothing but another high school. It's, so it's all according to, you know, what, what their interests are and what their goals are.

Interviewer: Okay. How do you qualify them morally?

Subject: I want to find out if they've had any kind of violations, law violations at all, that's the big one, the criminal morally part. That will disqualify them from going in. If they have certain violations, if, I want to determine if it's waiverable. I don't want to waste any time if they're not qualified. You know, criminally wise. Otherwise, morally, I think I mentioned a little earlier, I mean, you know, with dependents or whatever, married, single, if they fit that category.

Interviewer: Any other indicators?

Subject: No indicators except just asking the direct questions and, and watching their expressions, on their face. A lot of times people will conceal law violations because they, they personally feel that it will disqualify them so they try to conceal it. I try to see if what they're giving me is a spontaneous reaction or if they're trying to hide something.

Interviewer: Can you tell that over the phone?

Subject: Sometimes.

Interviewer: How do you know?

Subject: Just in change in tone, in their voice, and maybe, a split second delay in giving me an answer. I like to make a lot of my calls off of an ASVAB list where they test in the school. I will set and study the ASVAB list before I make any phone calls and I will see, I will pick, qualify the individuals according to their mental score.

Interviewer: Qualified for what?

Subject: It doesn't matter. If I see that they're qualified in different areas and I see, when I say maybe they're qualified mechanics, maybe they're qualified in food service according to their test scores. If they got qualifying test scores and then I look over on the ASVAB and find out what

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their plans were. If they say undecided or college or military, whatever, we love the plans military, you know, you know they're subject to go in right now. So if they got qualifying test scores and I look up and see that they make the age category because the age is also on the ASVAB and hopefully there's a telephone number on it, too. Then I can contact them and my rapport is letting them know how well they qualified on the test when I talk to them. Most of them have no idea how they did. So this is, you know, by me letting them know that, hey, you know, you're qualified in many, many areas, I want to tell you about it. So that's, that's mentally qualified there.

Interviewer: How else do you pre-qualify the first time?

Subject: Okay, another way maybe, off of other lists, what we call density lists for prior service. That list is sent out to, to all the recruiters and I can look on there and see that they are qualified to go into the Reserves. They have already had active Army, okay, and by being on that list and having a certain designator on that list, I know that they're qualified to go into the Reserves. It's just a matter of talking them into it.

Interviewer: What about age?

Subject: The Reserves is a mixture. You have mainly a lot of young, young people in it and your key in older NC, or key NCOs are older people that had prior service and they've been in the Reserves for a long time so they have a mixture. A lot of young and, and a small group of older people.

Interviewer: How many prior service?

Subject: I would say probably 50 percent are prior service, that were, had active Army when they joined the Reserves.

Interviewer: So, that wouldn't make them older.

Subject: No, because most of these, these young men went in when they were seventeen, eighteen years old, did one or two years and they're still in their early twenties.

Interviewer: So age isn't a factor you look for.

Subject: No. No, as long as they meet maximum-minimum age, that's fine.

Interviewer: You've found a certain age that tend to go in more?

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Subject: Yes, in high school I found that the seventeen year old is more prone to go in than the senior eighteen year old.

Interviewer: Oh, really.

Subject: That's right.

Interviewer: Is that because of split option?

Subject: Yeah. And also the part time job to where they can do a year and a half in the military while they're still in high school. That's a, that's a big motivating factor that, at least, that I've seen. It's much easier to sell a junior than it is a senior.

Interviewer: Good. What else do you want to tell me about pre-qualification?

Subject: Okay, I tried to cover where I might find my prior service, where I might find my high school or college, high school applicant, pre-qualifying the other would be, you know, the area canvassing. I look at the college campus. Okay, that's a good way, obviously they've got enough smarts that they're there or at least attempting so you might want to go into athletic departments or something like that in the college and pre-qualify individuals by looking at them, make sure they're physically fit.

Interviewer: How do you get, what do you, you just walk in, just stroll in or are you actually working out there or what?

Subject: Well, I work out there if that's what you want to call it. I play ball, do whatever, handball, racketball, basketball on occasions for my own physical training, but I have free access to the junior college. I work in this area. I can go at any time in uniform and walk in. And, and I know the instructors and counselors so I have no problem.

Interviewer: Anything else on pre-qualification?

Subject: Well, the only other area I can think of is just meeting an individual on the street. The first impression, appearance, the first few words of conversation. So, and, that's the hardest because you've got to, you've got to really get into a conversation with them. Well, I, it's all according to where you, where you want to meet

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these people. You know, are you meeting people that are standing in line at the unemployment office. Are you meeting them while you're shopping in the mall? You know, you want to go places, I like to meet people that are employed, because it tells me that, you know, they're qualified to hold a job. They do have a job. And I tend to find out that people that are unemployed in most cases they've had a problem and that's why they're unemployed.

Interviewer: Do you do a lot of area canvassing in malls?

Subject: Very, I don't want to say, very little. I'm area canvassing always when I'm out. I don't hang around the malls that much but I do know that there's a lot of traffic where you can meet people at certain times of the day, but that's not a priority to me.

Interviewer: Let's talk about referrals. How do you keep your referral system working?

Subject: Well, big time on the referrals. That's real important. I have, I've put in a lot of these currently in-high schoolers which means that I'm in constant contact with them for the next two years at least because they're still in school for the two-year period. And seniors and we are required, you know, to contact them on a minimum basis, so many times a month. I normally contact my people at least every week. And many times we have them in here for extra curricular activities like ball playing, whatever.

Interviewer: How many people do you talk to?

Subject: Thirty.

Interviewer: You contact, these are thirty people who are in the Reserve?

Subject: They are in the Reserve either waiting to go to training or have come back from part of their training or have finished all their training and are on one week in a month. And are still in school.

Interviewer: So you have, still in high school?

Subject: In high school. Most of my referrals come from high schools because I'm, I'm trying to recruit a 3 Alpha high school market.

Interviewer: So you're not doing this with people who are in the

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Reserves but not in high school.

Subject: No. I have referrals also from Reserves and Reserve units. Okay, many of the local units will call me first to give me a referral on someone that walked in the door.

Interviewer: How often, but of people you put in who are in the local area who are graduated from high school, how often if at all do you contact them?

Subject: Maybe once a quarter, once every three months, something like that.

Interviewer: Is it, like, catch as catch can or is it like real organized?

Subject: Well, I don't want to say it's real organized because, you know, their lifestyles have changed since they got out of school. I try, I keep them on file, but it's at my free moment, when I have a slack period of time, I try to contact.

Interviewer: But these kids in high school?

Subject: It's, it's a constant thing. They are, they're constantly in contact.

Interviewer: They don't mind you calling them once a week?

Subject: Not at all because once they join, matter of fact, once they join the Reserves and they haven't gone to their training throughout the school year, they're, it's a big ego motivating factor to be in the armed forces while you're in high school. And they like to brag. And I have my own little platoons in every high school.

Interviewer: How many people in a platoon?

Subject: Well, that's how many people joined from that high school. It could be twenty, it could be two. And I let them know. They have their own seniority branch. You're the first one to join from this high school, you know, you're my point of contact. I give them that responsibility and, and the referral system, you know, they refer lots of people because they realize that they're the senior person in that school that's in the service.

Interviewer: Well, what happens to the fifth one or the sixth one?

Subject: Well, you know, he's, he's not the point of contact but he is brought into contact with the rest of the

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group.

Interviewer: You poll all of them, though.

Subject: Yeah. You bet.

Interviewer: So, what does it mean to him that he's not, does it mean anything to him that he's not number one?

Subject: No. Not really.

Interviewer: I'm just trying to figure out.

Subject: No. At least I don't feel it, you know. They, I know that, I, what I do is I put one person in every school to make sure that they're in contact with the others on all events that are coming up. And I, I give that responsibility to him, but, no I don't think anybody feels any less.

Interviewer: What's a typical conversation with one of these kids during your follow-ups?

Subject: Okay. How have you been attending your drill? You know, did you attend your drill last week? What went on? You know, what's happening in school with you? You know, standard stuff, you know, how's your grades, you're not in trouble. Have you seen Johnny lately, I've been trying to get a hold of him as a referral. You know, I can't get a hold of him, whatever. I need more information.

Interviewer: John would be someone you contact.

Subject: Yeah, that's somebody he referred to that I haven't been able to get a hold of, you know, I'm trying to dig more information out of him. Literally, you know, how's your weight? How you doing? You know, are you still running track? I literally want to know what he's doing, you know. Have you gotten any tickets? You know, you started driving last week, have you gotten any tickets? I got to make sure he keeps himself qualified. So I'm literally just asking the basic questions to make sure he's stayed out of trouble. I would say, you know, George, this Saturday we're playing ball and I want you there and I want you to bring two people. I don't want you to say no, I can't find anybody, I want you to bring me two people. We need them on the team. And I'll bring them, you know, we got soft drinks and chips. Be there. I want some people here. You know, you've got six months before you go to basic training this summer. I expect you to go as an E2. And to do that, you've got to bring me a referral that's going to join.

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Okay. And, and I expect it. And I want you to call me tomorrow with the names so that I can, you know, I can expect them and know who they are when they get here Saturday.

Interviewer: Good. Give me another one. Another way, another approach you use.

Subject: I might say, okay, I, I need your help. This coming Thursday, you know, if you're not doing anything Thursday afternoon, I'd like you to come in the station for a couple hours. I got, I want to go through some yearbooks and look at some pictures of some people. I want you to tell me about them and I want you to bring some help with you. I want somebody that's qualified to go into the Reserves, I want you to bring the referral in, I need you and somebody else's help. Bring them in. Most of the time I tell them. I don't ask.

Interviewer: Just now when you were doing that, when you were generating what you were going to say to me, you finally got it, whatever it was. Were you seeing something?

Subject: I, I'm trying to, yeah, I was. I was laughing at an incident that happened to me and I couldn't get it off of my mind. You know, I put in a currently in-high schooler, and you said how do you follow up with them and, and keep them in line and I was thinking about how I, I blew one. That's, I, I put in a young man that was president of the junior class, of _____ High School out here and that's a very affluent school, probably one of the most modern in the country. And I, and I constantly followed up with this young man because he was a key individual in my school. He, he had a lot of influence being the junior class president. And I followed up religiously every week with him right to the Saturday night when he mooned, running across the football field, with no clothes on. He got expelled for three days. And I was laughing about that. I was just thinking about how you can follow up and situations can still happen.

Interviewer: If you were seeing that, where did the dialogue come from? How did you know what to say to me?

Subject: Oh. It's, I guess it's standard procedure. You just, you demand and tell and if they react negative then, yeah, ask. But in most cases I'm the old sergeant and, and they're the new private and they respect that and if I tell them to do something, they're going to make an honest effort to do it.

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Interviewer: How'd you know, is it something you saw, picture in your mind?

Subject: You mean just now, or, yeah, yeah, you wanted specific examples. I thought of, you know, when did I bring something, somebody in here and I remembered an instance where I had told a young man to be here on a certain time, on a certain day. You know, these DEPs, Delayed Entry people want to be told what to do. They want to play Army even if they're not yet going. You know, they, and they, they thrive I sometimes think on, on having orders, getting orders, too. You know, you be here at such and such a time, we're going to do this. You're going to run with me Saturday morning. Be there. They seem to thrive on that. It's kind of like practice.

Interviewer: What's another way you do it?

Subject: You're talking about another way to get a referral?

Interviewer: Yeah.

Subject: Okay, on a blank phone call, on an unsuccessful phone call, that's where you call an individual because, say off of an ASVAB list and they're mentally qualified according to what you're reading, but they have no interest whatsoever. And as a, a last conversation, you ask if there's somebody that might be interested in it. And I've had a little bit of success with that.

Interviewer: Give me some, think of instances that really occur and give me dialogue out of it.

Subject: Okay, good. I will have asked, you know, J\$ if she'd like to join the Army Reserve. She, you know, your scores were good. And her indication to me was, no, I really don't want to. I'm pregnant now. And I plan to get married, you know, next year, whatever. That automatically made her, she was disqualified. And I ask her if she knew anybody else and she knew a set of twins, young ladies that lived next door that had asked her, or had in conversation had talked about the Army. And I got the referral, the name of the twins from her. So I knew that she was totally disqualified at this point, but I got two legitimate referrals.

Interviewer: I missed it, what did you, what did you ask her?

Subject: I said, well, I know her name was J\$. I asked her if she wanted to join the Army Reserve and she

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said, yes. And I started pre-qualifying her, asking her her age, her education and if she's married, single, if she had any dependents. She said, no, but I'm pregnant. Well, that disqualified her so I continued on letting her know, well at this point, you're disqualified because you will have a dependent, you're pregnant. And she had no immediate plans to get married, okay, in the future. So, I, I just, at that point I tried to build up more rapport but I stopped talking about the Army Reserve. And, and then I asked her, I said, well, you know, J\$, at this point you're, you know, you're not qualified to go into the Army Reserves, but I know that you have a lot of friends that were mentally qualified just like you that took this test. And has any of them ever mentioned interest in the service at all? Do you know anybody that might be interested in a part time job with the Army Reserve? And she told me about her two, the two sisters, twin sisters that live next door. I talked about it, and I can't remember whether it was the Army, Navy or what but were interested in finding out and she gave me the telephone number. And I contacted the girls and then used her as the referral.

Interviewer: You ever have anyone not give you a referral?

Subject: Oh yes, many. I'm not interested. Do you know anybody that, that would be interested? No I don't.

Interviewer: What reasons do they give you? Is it like, I won't give it to if you're an Army recruiter.

Subject: Sometimes. That's true. Other times they, they've already had concepts of what the Army's about through parents, friends or relatives and they think it's an insult that you're calling them on the phone, trying to explain a program and they're not about to refer any of their friends to you.

Interviewer: For you, what percentage of people is that?

Subject: Not many.

Interviewer: Not many. Is that, like, 30 percent, 40 percent?

Subject: That's not fair because see I try to look, you talked a little bit earlier about pre-qualifying before you pre-qualify. Right. And when I look at an ASVAB list or wherever I'm looking. Mainly I make most of my appointments non prior service people, off the ASVAB list. I call the people that

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are already prone to listen to what I got to say. And I get that indication by what they put down on the ASVAB list.

Interviewer: That's why you're so good, that's why I want to know what your percentage is when you actually call them?

Subject: Well, I maintain the rapport hopefully on 99 percent of them. But to get actual referrals, maybe one out of every three give me a name, 33 percent, 35 percent.

I sell a part time job, number 1, and a change of pace, number 2.

Interviewer: Anything else?

Subject: Adventure, local adventure. And benefits.

Interviewer: Is that pretty much the order in which you think you're selling it?

Subject: I think so. My number one comment is find out if they're working and I offer them a part time job and then I go into a comparison with whoever it is I'm talking to on the phone. I will ask, you know, are you working now? Yes. Full time, part time? Most of the high school and college students are part time. What type of job is it? Working at McDonald's. You know, how many hours a week do you work there? They tell me. Already know what they make if they're working at McDonald's so then I compare what they would have made working the one weekend a month as opposed to what they've made all week long, and that is a selling tool. Because they make as much one weekend a month as they did working all week. See, so that, that's my in. Now that I can sense over the phone that they're thinking.

Interviewer: What are you selling specifically about a part time job?

Subject: Money. A quick, easy way to make money. Because all the young kids out here want money.

Interviewer: Anything else?

Subject: A fun way to make the money. You know, they don't have to put a lot of time in. The money, the opportunity to get away from the home for a short period of time, that's a biggie for a lot of the kids out here and probably the money, training isn't really that big a thing, a chance to get away

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for a while, and the thought of being, being part of a military organization while they're still in school, that's, that's a big thing to the younger students out here.

I'm selling a job, a part time job where they feel that they can make enough on that one weekend they don't have to work during the week.

Interviewer: And things like change of pace, local adventure, benefits, being part of the military, those are all like secondary things in comparison to what makes them want to buy.

Subject: Yes, that's what I -- I gave you the list in order of preference pretty much. Money is the number one key. If I can get them to thinking on money, then I can go ahead and throw all the other benefits in. Number one was that the money that they're going to make for that short period of time.

Interviewer: Okay. So, my question then is are you selling these job fields?

Subject: Yes.

Interviewer: Give me an example.

Subject: Okay. Yeah, is the money aspect first, you dangle the money and now, at that point once I know that they want the part time job, I ask them what areas of training they're interested in and I let them throw things out at me. Okay, and then at that time I think in my mind what fields of training are available, what areas of training are available out here that will coincide with what their interests are. Okay. I have, I get density lists every week of jobs that are available in the Reserve units out here so I already know pretty much what is available. If they give me an area of training that they might be interested in that I absolutely know is not available, I'll indicate that to them and try to lean them towards another area. Because most people have two or three areas of interest.

Interviewer: Are you going to try to set that up on the floor somehow?

Subject: Well, first of all I will try to gear them to the area that I know is available.

Interviewer: How do you know that?

Subject: Well, again I have a print out that I get once a week from the battalion that shows me what

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vacancies are in every unit.

Interviewer: Is there a particular person in the Reserve unit, some sort of personnel officer in particular that you find it useful to get to know?

Subject: No, I have friends scattered out, but where I, I get my business is from the AST, the Active Station Technician, he's that full time person there. He's either military or civilian, but he's full time during the week. I'm in contact constantly during the week. They're active reservists on active tour like myself or they're a GS job, you know, where they're a civilian working a GS program. So that is the individual. He is the one, he or she, has the responsibility and the power to accept somebody new in the unit in lieu of the company commander. So I get to know him. That saves me from having to go out there on the weekend one weekend a month and ask for permission. I have a daily source that I can contact.

Interviewer: Good. Good. Just let me, let me throw something at you. You're selling a part time job. Do you think that's true pretty much of people that are doing Reserves?

Subject: No. I wished it was, but I don't think so.

Interviewer: What do you think they're selling?

Subject: I think they're selling specific jobs and they get in a jam doing it. Because somebody walks in, says, I would like to be an MP. Or I'd like to go into military science and the recruiter turns around and gives a specific job. You ought to be an MP. And then his whole sales is set around making that person an MP.

Interviewer: Well how do you get around that? I come in and say, Sergeant C\$, I want to be an MP.

Subject: Okay, I would tell you what you'd have to do to be an MP, but I would also let you be aware of, that that particular slot in this local area in the Reserves is, is filled up. Okay, there's no slots available and it would be very hard if impossible to get you that slot.

Interviewer: How would you move me into getting back to part time and money, because that's really what you want to sell?

Subject: Okay, well first of all, at that point I would try to lean you towards another area, right. I would,

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I would tell you that, hey, look, you can make as much money being, working in military intelligence, as an example. Okay, now I just went into a related field, not a specific job. There's a dozen jobs in military intelligence. Make the same money with the same excitement and working with the same type of people as being an MP over here. Okay, now I've got lots of jobs opened up now over there and I'll get his interest there.

Interviewer: Keep going.

Subject: Okay. And at that point, I will, I will push you towards, I'll explain some of the areas like the, the excitement of working in counter intelligence or something like this. Again, I want to make sure you're qualified. Okay, you know, nationality and all that. I will have already known that. If not, I'll, I'll go another area. I run into a lot of situations like, where the individual will come in and say, I want to be, I want to be an infantryman. Okay, I want to be an infantryman, I want to be a soldier. We don't have that out here. I have a lot of people want to be that. So now I have the indication that they want to get dirty and they want something exciting so I will steer them towards another area.

Interviewer: Like?

Subject: Combat engineers. You know, he's the guy that goes in there first under all the danger before you as an infantryman go in after he's been there. He has laid the path for you to be there. That is available out here. Infantry, no. Combat engineers is an elite outfit out here. It's the excitement you're looking for.

Interviewer: Stop and think, and sell me on being a combat engineer because I want to be an infantryman.

Subject: Okay, you want to be in the infantry.

Interviewer: Yeah.

Subject: We do not have combat infantry out here. We have support units, we have military intelligence units, we have an MP unit, aviation units, we have everything but artillery, armor and combat infantryman out here. But, it sounds to me like what you're interested in is getting out. You want to be outside, you want to play soldier, you want to learn the basic soldiering skills. First thing that comes to my mind is an elite unit we have right over here in _____, combat engineers. And I

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want to tell you about it. They do everything from building the bridges to blowing them up to setting the mines, setting the traps, setting the way for the infantryman to get there. Okay, they are the first ones in there. You want excitement, you've got it. It's there, okay. I want, and if need be, I can show them the tape, whatever on combat engineering. I have never had one say no. Okay. So, I would lead them to another field.

Interviewer: How do you decide which field to lead them to?

Subject: I've already asked them what their interests are. In many cases they have no idea. I don't care, I just want to get, I just want to get the GI Bill to go to school. Fine, I love that. Because now they're open for all different areas. What I will then do is program them in areas that I know are readily available all the time.

Interviewer: Let's stop. Now you've sold me a combat engineer. And I want to be a combat engineer now.

Subject: Okay.

Interviewer: Do you stop it at that, now I know I want to be a combat engineer?

Subject: No. At that point I, I will do as much personal talk about the combat engineering, about their, the benefits of being a combat engineer. The rapport, the camaraderie of the unit. And then at that point I will go back into what they've got to do to get there. Okay, and that's right back into the sales technique of joining the Reserves. Being qualified, you're going to have to take the mental test because they don't take dummies. You know, you're going to have to qualify mentally. Now, you've either already taken the test or I'm going to have to get you qualified to take the test.

Interviewer: Okay. Now let's stop. Now you've run me through and you do your bit to see if I'm qualified. You're checking me out and you're selling me at the same time. So now I'm convinced I want to be a combat engineer, you run me through and you know I'm qualified.

Subject: Mentally qualified.

Interviewer: Mentally qualified. What do we do then?

Subject: I do a full pre-qualification on you. You're mentally qualified, now I make sure you're morally qualified.

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Interviewer: Okay, let's say we go through all the qualifications. So, now the only thing I care about is being a combat engineer.

Subject: Okay, at this point it is important that we put together your information packet, okay, immediately.

Interviewer: Okay, let's stop because this is where I'm confused. I thought you said that you don't like to sell job areas and that's what you've just done.

Subject: You betcha, I did, I sold a field, combat engineering unit. Okay, there are many different fields in that combat engineering unit.

Interviewer: Where would you have taken him?

Subject: I would have given him two or three options of different areas that are available, all right and that's a choice he will make with the counselor when he goes down and looks on the computer to see what's available.

Interviewer: When, if at any place would you have felt the need to run me through all the other benefits?

Subject: Okay, one, well, sometimes I don't go through everything. What I mean by go through everything, I will let them know all their benefits right away, but I won't do it in a systematic manner. Okay. Before they go down to see that counselor and take their physical they know all their benefits. But what you're looking for is a commitment. And if I can get a commitment when they walk in and set down and say I want to be a combat engineer and I pre-qualify them, and in my mind they're pre-qualified, that's end of conversation. We are now putting the information packet together.

Interviewer: We're going to the ARC. You're going to be giving a two hour talk. You're going to impart to these young, naive recruiters what they need to know to be successful, as successful as you. What are you going to tell them?

Subject: Okay, I'm going to tell them first of all, pay attention to detail in the school, okay, things that may even seem unimportant, regulations, learn the basic course. All right. And know where to look for things when you don't know the answer. Learn that first.

Interviewer: Where do you go when you don't know the answer?

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Subject: Right to the 601-210, it's got, it's our, our bible. And there's other regulations but that's the biggie. Okay, learn how to use it and, and don't be embarrassed not to use it, okay. And, and second of all, I would explain to them that you're learning recruiting techniques in an ideal situation here in the school house but it's going to be different in the field. That's why you've got to make sure you know all the basics.

You don't threaten negative, you want to, when that crowd leaves, you want them all ready to join, you want them all to do the best, you want them all to want to be heroes, okay, so you want to really build them up. Let them know that they got to know the basic knowledge, be product knowledge wise, know their stuff and then be prepared for, you know, for whatever changes can happen out there. But if things don't go good, if an interview doesn't go good or you don't get the results you want, not to let it personally effect you, because there is going to be a certain percentage of failure for every success you have and recognize it. Okay. And then I think if they could, if I could get them to understand it was to, to do the best you can to where you feel good, don't, don't recruit according to minimum standards that you are told to do.

Interviewer: For example.

Subject: For example, your company has a requirement that you make two appointments a day. I said, don't stop and feel good when you've made the second one because you're going to start all over the next day. When you've made the second one, take a deep breath and feel relaxed and then go in and make more. Because after you've made your requirements, it seems like everything else is a lot easier. You know, you've taken the victory lap after you've won the race so now you get more and, and do as much as you can to where you feel comfortable. And what you've done is now made it easy for the next few days for yourself. Now you can work at what pace you want because you're ahead of their guide, guide plan or guide path, whatever. Glide path. And to not let that kind of pettiness, that's what I call pettiness, when they're telling you what you've got to do to be successful, bog you down. Do the best you can, because normally the best anybody can do is way, way above what's required from them. So feel comfortable with you succeeding, and, and turn around and look and find out that you're ahead of everybody else. At that point, you know, I don't

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know what their interest, what their drives are. Mine was, you know, to have freedom.

Okay. That's it. You know, recruiting's a good field if you, if you keep your own self respect and remember that, that you're the NCO out here. It's been told to you in the school house that, that you are a professional soldier. Be the best there is. You're the cream of the crop or you wouldn't be here. That's what they've told you and believe it. Okay. And do not give your, your respect and your authority away when you get out in the field. You know, don't become a private when you go out in the field. Remember that you're a senior NCO, that you make the decisions. If you make the decisions and fail, it's your fault. But don't get bogged down with, with the pettiness that you hear out here, because they're going to tell you many, many ways for you to succeed. If you find out that your way is doing it, go on with it. Don't, you know, work towards goals. Set goals that you want to accomplish.

Interviewer: Goals, what else would you tell them about goals?

Subject: Well, everybody's got different goals. You know, there, there are certain goals that are built within the system to motivate you. If those are the goals you want and they were for me, they weren't all my goals, but it was an immediate thing. Work towards them, if your own goals are to have freedom of movement or whatever, set those too. And then, and then go for it. You know, do it. And, what else can I say, basically that's it. I want, you know, do it your way, that's all, do it your way so that you, you know, you're satisfied with yourself.

Interviewer: Well, what I've got down, just to sort of summarize what you said, pay attention to details at school, at the ARC.

Subject: Yes. Because what happens is recruiters come out here, and they know the knowledge, they know the school house learning, and then once they become successful, they, they start forgetting what they learned because they think they're better than that and then they start taking short cuts. They start forgetting and then they put themselves in a jam. Then they fall behind. They forget, forgot the basics. You know, learn the basics and then adapt it to your, to your personality.

Interviewer: Okay. Work beyond minimum standards. The best is above what is required. Trust yourself, I put

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down, and for me that meant, I want to check this out, you know, to, to choose the sales style that works for you.

Subject: Right.

Interviewer: Set goals to accomplish and then go for it.

Subject: That's right.

Interviewer: Okay.

Subject: Yeah, that's right.

Interviewer: Is there a priority there, certain things, like, is going for it more important than choosing your style?

Subject: No, going for it. Going for it meaning what's making you happy.

Interviewer: Well if you could, if you could choose one thing on this list that was the most important thing you can do, what would it be?

Subject: Oh, boy, probably doing it their own way. What has been most successful for themselves. As long as it meets within the rules and regulations obviously.

Interviewer: Sure, sure.

Subject: Okay.

Interviewer: And you said, though, based on what worked, right?

Subject: On what works. What is successful for you. And you've got to experiment until you come up with a, what you know is going to be successful. It will take that new recruiter some time to figure out what's good and what's bad.

Interviewer: And what's the least important on the list. You have, attention to detail, you know, product knowledge, working beyond minimum standards, best is above what is required, are those two the same? Working beyond minimum standards, the best is beyond what is required?

Subject: Maybe, yeah. I said, work to your best ability, okay, and sometimes you don't know what your ability is, you know what minimum standards is. Okay, and what I was trying to say is when you're working towards a goal, if your goal is just to make mission every month, make minimum standards, that's a goal. I suggest strongly that you set it

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higher than that, because if you set your goal on minimum standards, people fall short of goals all the time. So, you know, set your goal maybe a little higher so that if you fall short, you've still met requirements.

Interviewer: Oh, is this all part of setting goals to accomplish?

Subject: Sure.

Interviewer: Does that like, so it's, what I have, I have down three things so I guess I'm asking whether for you they boil down to the same thing? I have setting goals to accomplish, the best is above what is required, and work to your best ability. Is that like the same thing for you?

Subject: They're the same thing. You're working to the best of your ability, you're working towards your goals.

Interviewer: So on the list we have choosing your own style, going for it, setting goals to accomplish, and product knowledge. Which would be the least important of those?

Subject: Oh boy.

Interviewer: It's all relative.

Subject: Yeah, it is, I would think, those first three you said are very important. It's important you know your product knowledge too, but if you know how to find that product knowledge, you don't need to know it. Okay, so I would say that that's the least.

Interviewer: Now the tough part. Which is more important, setting goals to accomplish or going for it?

Subject: Setting goals. Accomplishing whatever is a by product.

Interviewer: So, this is like what I have down, like a rough order of priorities. Is trusting yourself to choose, you know, to choose your self style, next is setting those goals to accomplish so you can work, you know, beyond what's required. Going for it, doing it and having product knowledge.

Subject: Right.

Interviewer: Those are the four things you'd get across to them in a two-hour speech.

Subject: Yes.

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Interviewer: Something else?

Subject: No, because everything's back into it, incorporated into it.

Interviewer: I do have also and I like it, I think it's an important piece, based on what we've talked before, that part of choosing your own style is willing to experiment from time to time. Is style something you think that once they, they choose it, it's relatively fixed?

Subject: In most cases, I think it is.

Interviewer: In your case?

Subject: I would say, I'd say probably yes, too. Although I do like to experiment but the thing is, most people have a hard time finding what their, what's best for them and they never get the chance to experiment.

Interviewer: What stops them?

Subject: They get bogged down with that pettiness, it's that vicious circle. They're not producing like they should so now somebody's telling them how they should be doing it and they're trying to, to do that and they never have the time to develop their own talents. They're going according to the standard for everybody.

Interviewer: What does it mean to you when you get an objection?

Subject: Well, it means that either I haven't explained my program well enough or given them all the options.

Interviewer: Well, give me an example of, of an objection you tend to get.

Subject: I want to go to college. You know, I can't join the Army Reserve because I want to go to college and I want to leave now. Okay, I need credits as soon as possible.

Interviewer: Okay. And your reply is?

Subject: Would be that if you join the Army Reserve now for the next, you would miss one semester of school, and you're going to come back with the same amount of credits as if you'd gone to the school. Because of the college credits that you would have obtained through basic training and AIT that are given to you. So, you missed a semester of being on campus,

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but you've gained a semester of college credits and when you enroll, you're now not a first semester freshman, you have now got priority of being a prior service when you enroll in a college, okay, plus the credits that you've obtained that you, that you got. Plus you have now the benefit of the GI Bill and whatever other educational assistance programs there are. So really, you're ahead of the ballgame of delaying that one semester to get this, to get it now. Okay, in that particular area.

Interviewer: That's an objection that sounds like they just needed the facts to answer.

Subject: That's it. That's what I'm saying. Maybe I didn't explain the options and benefits clearly where that's the objection they throw at you.

Interviewer: Do you get any other kinds of objections?

Subject: Yes. I heard basic training is really tough. I don't know, as a female, if I can, if I can do all of the things that you want that's required to go through basic. I'm frail, I'm petite, I can't do that.

Interviewer: And your reply is?

Subject: Is that I have, I have put in several young ladies that are smaller and much more frail than you are that have successfully completed the program because the program is geared for the females. You are not in competition with the male and basic training, provided that you're physically qualified, is there to help you, not to break you. And that's all in your mind.

Interviewer: Does that usually do it?

Subject: No, and, then I will go into exactly some of the things that they will have to go through basic training. What it entails, no surprises, there's a lot of running which you can do now. I don't know if I can. You will be able to do it. You'll start out in small segments and you will be able to work up to what is expected of you and it will surprise you. One thing, as a young lady that, if you can meet the standards to go in, you're going to be going through a physical training program that most young ladies would pay money to get in shape. They'll pay hundreds of dollars at local spas and, and go through a lot more physical exercise to try to get into shape that what we're going to pay you to do. And we're going to keep you on a program that you won't break. Okay, so when you come out

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of basic training, you're going to have a whole different outlook on it because you're going to be in the best physical shape you've ever been in.

Interviewer: I like that. That's good.

Subject: It works for females. It works on males too, but, females, they're into the physical fitness, you know, if you flatter them, truthfully flatter them, I mean, tell them that they're going to even be better and then how do you say, verify that, tell them how they'll be better. They'll do it.

Interviewer: How do you do it for males?

Subject: For males? Same thing. You know, you're a little flabby now, you think you're a wimp now, and I've done it. You know, I didn't call them a wimp to their face, okay, but, I realize that, you know, you're into the macho thing, lifting weights and whatever, you play football, but I can tell you right now, when you go to basic training, it's not a piece of cake. There is a lot of physical training involved. You're going to be doing pushups and situps and chinups, marching, running, a lot of physical training. Now, on top of that, I know it all sounds like torture, it's going to get you in shape. Not only that, you're going to learn such things as how to qualify with small arms, the M-60, the Colt 45, the M-16, the grenade launcher. All these things you're going to learn how to do. There's excitement. You're going to use these things in the field. Okay, when you come out of basic training you are going to be a qualified soldier. Now when I say soldier, I don't care if you're going to be a cook when you come, go to your school after that, you're going to learn basic self-defense techniques and, and learn some other areas in land navigation, how to take care of yourself and you are going to be forced to get in the best shape you've ever been in. When you come back from basic training, people are going to be looking at you just a little bit different. And we're paying you to do it.

Interviewer: When you're describing something like that, what's going on in your mind?

Subject: I'm thinking that there shouldn't be any objections at all. They're stupid if they don't do it. You know, I've never seen anything better. I, now this is true, and I'm not just putting, I really believe in it. I really believe that this is going to help you.

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Interviewer: I know you do. That's why I want, that's why I keep asking you this. What are you seeing when you're telling them that, in your mind?

Subject: I, I'm seeing a real sharp looking individual coming back, walking through the door, wanting to shake my hand.

Interviewer: As you're describing this?

Subject: As I'm describing it to him.

Interviewer: Okay, you're not seeing, I want to check this out. You're seeing him come in, when you see that picture in your mind of him coming in, remember my distinction yesterday, is it like in the movie theatre or are you inside of it?

Subject: Yeah, yeah I'm in, I'm in the movie.

Interviewer: You're seeing it from your own eyes.

Subject: Uh-huh.

Interviewer: Okay. I want to check something else, because I was wondering if when you were describing that you were seeing yourself at basic training inside the movie watching this kid.

Subject: I, no, I'm not watching him through his process, okay, I'm watching a beginning and after effect. That's all, you know, I see him as I'm looking at him now and then I have his picture next to him of what he's going to be. Okay, or what I want him to be.

Interviewer: And you're describing how he's going to transit from one to the other.

Subject: Right. That's what you gotta do. This is the way you're going to look, so, you know. Yeah, this is the way you're going to be when you walk through the door. You know, when you come home and you go to that party with your buddies and they've all been out here just partying down, doing a whole bunch of nothing, and you come back and the only thing that's the same about you is your name, you're going to get a lot more respect and a lot more acknowledgment than what you had before you left. You know, and that, I guarantee you is a great feeling.

Interviewer: And in your mind you're seeing him coming in and thanking you.

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Subject: Yes. Absolutely.

Interviewer: And so, and you're describing this, what's going on, how have you got to that point of walking in that door and wanting to thank you?

Subject: Yes, I feel that I did a good job, okay, and he's coming back to tell me about it.

Interviewer: Great. Neat strategy. I like that. That's very nice. Is that pretty much how you get into handling objections? Seeing that end result.

Subject: Pretty much, yeah, because most objections are just that they're, they weren't informed. You know, they weren't informed.

Interviewer: Give me one more objection to answer that's not just straight facts.

Subject: Okay, only one I can think of is the female that we talked about the other day, about the type of women that join the Army. You know, that's an objection that I run across with a lot of females. Where, you know, I want to go in, as a female. I want to join the Army but all my friends have told me that the women in the Army are really not women, you know, they're very rough and rugged and there's a lot of lesbians in the Army and I really don't want to get involved in that kind of an environment. And my dad has told, was in the Army and he says that's all there is. Now that's a hell of an objection. And now I've got to tell her no that, it is not that way. Let me tell you this, I don't want to say it is not that way. There are these elements in the Army, in the navy, Air Force, Marine, at IBM, at the school you go to. It's everywhere. Okay. I will tell you that we, the armed forces do their best to make sure that these type of individuals do not get into the system but it's not sure proof. I know right now that you can set and look at the local police department, the kind of females that are in the police department, and have respect for them being police officers, yet find individuals that are not quite what they should be there. And they got through the system. The Army's the same way. They have their checks and balances but some people can lie and deceive and hide and they will get through. But we do find them. Okay, I can't tell you it's not going to be there but I can tell you we don't condone it. And we do the best we can to eliminate it once we find it. And saying that you don't want to go into the Army because of this is not going to keep you away from that problem. Because wherever you go you're

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going to run into that same problem. But, are you grown up enough, or are you intelligent enough to recognize it when you see it out there? And if you see it, avoid it. Doesn't matter where you're at, in the Army or working at McDonald's, avoid it. And then go on with your goals.

Interviewer: Now what are you seeing? What's in your mind?

Subject: In my mind I'm saying that that's not a valid excuse. That is not an objection.

Interviewer: You're saying this to yourself as you're --

Subject: Yes, in my mind it is not a valid excuse and now all I've got to do is tell her why I don't think it's a valid excuse.

Interviewer: Okay, what are you seeing?

Subject: I'm seeing that all she is thinking is what she's heard.

Interviewer: What are you seeing? You seeing her?

Subject: No, I'm seeing Dad, okay, I'm thinking, well what's going through my mind is, well, what experiences did Dad have, was he a good soldier, was he a mediocre soldier that got out and just thought that, well, I did my tour and I'm out now and I, no way do I want my daughter in. Do I see that kind of pressure on her? You know, or does she have friends that told her they saw a movie and saw this, is that kind of pressure? All I got to do is to have that disappear.

Interviewer: That what?

Subject: That, those negative things. I've got, I've got to talk her into realizing that you don't generalize just on hearsay.

Interviewer: And while you're, once you've figured out what to say, you're starting to say it to her and you're describing, you know, how the Army screens and we're just like McDonald's and, what do you see in your mind? What's the picture?

Subject: Well, I'm convincing myself, too, at the same time.

Interviewer: I know that.

Subject: You know, that this is, this is all over. That's all. It's everywhere.

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Interviewer: Are you seeing anything?

Subject: No. In that particular objection, okay, because that's a popular one, what I see before me is a hand signing an information packet and putting her initials down there, I've never had sexual contact with the same, you know, sex and whatever, I see a hand telling somebody, no I'm not and then later saying yes I am. That sounds weird. But it's in the information packet, I mean it's explicit and you put your initials right there and it's witnessed by me and by counselors downtown or whatever so I see deceit, all right. So it's not something that the Army condones and lets happen. So that's what I see and I, you see that in business everywhere. So that's what I'm seeing.

Interviewer: Anyone can sign a form and lie.

Subject: That's right. Okay, but, by signing it, they, and lying, they got in there by deceit, okay. They hid the fact and still they felt comfortable to expose it.

Interviewer: What do you see after the signing?

Subject: Okay, I see trouble. That's all.

Interviewer: What's that?

Subject: Once they, I see a female, once she tries to expose it out there, running into all kinds of problems. You know, with, with her fellow troops and with the authority. And, you know, that's what I see.

Interviewer: That's why you said to avoid?

Subject: Yes, avoid, avoid, if you see that out there, avoid it because that's it, it is a big rotten apple.

Interviewer: You could see what would happen if she, like, somehow got on this soapbox about it.

Subject: Yes.

Interviewer: You know, and tried to, you know, really did something and the best advice you could give her for the future, tell me if I'm reading into this, best advice you'd give her based on what you can imagine would happen, is, you know, avoid it. Just like you do in real life.

Subject: Yes. Yeah. If that is not your lifestyle and you've indicated to me that it isn't because if you did indicate to me that it was, I would tell you

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now you're disqualified. Okay, but if this is not your, your lifestyle and you see it out there, just like you do any place else, in your school atmosphere didn't you avoid. I expect her to say yes.

Interviewer: Okay. What happened after that part?

Subject: Well, what went through, in my mind at the time I said that was that it wasn't, it wasn't a valid objection.

Interviewer: You came back to that.

Subject: Yeah.

Interviewer: That's what you started with.

Subject: Right. I know, but that, you asked what went through my mind. To me that was not a valid objection. I've cleared it up, hopefully, and that it shouldn't be a bothersome to her now, you know, it shouldn't bother her. What else, you know, would, would keep you from joining the Army?

Interviewer: When you're in that what else mode, are you seeing anything?

Subject: No.

Interviewer: Okay. So you're waiting for her to give you something?

Subject: Right, I'm waiting for her to run out of ammunition.

Interviewer: Okay. So you can get that feeling that she's good to go.

Subject: Right. I've overcome whatever objection, objections if any more and now I can turn around and maybe reinforce, you know, the benefit of joining.

Interviewer: One last question. When you're seeing this picture, like with the hand signing and things like that, are you in the picture at all?

Subject: No. No, I just, it just comes to mind, the specific sentence that covers the Army.

Interviewer: Sometimes you are and you aren't, like with the kid you felt you were in it.

Subject: Oh, yeah.

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Interviewer: You see your hands or something. As he was walking in you were at your desk.

Subject: Right. Yes, that's correct. No, no, I was here. I was here watching him walk in with a big grin on his face.

Interviewer: Go on to another topic. Time management.

Subject: Very important. Okay, you want to know about my time management. I like to get as much as I can done in the shortest period of time as I can. So that I can have my time to go play.

Interviewer: Okay, do you do anything in particular or you just do it better?

Subject: I don't think I do anything different. I think I do it, though, where others say they do it but don't. Okay, I make the effort when I come in here early in the morning to make those calls that need to be made, calling the right type of people. You know, sitting here and calling all morning for a senior that's in school is stupid, okay, I, I'm trying to get the people before they're up and out. I recognize they're going to be gone. I want to catch them before they're out of the house. Okay, so it's a timely manner that you call a certain class of people, mental class of people, or educational class of people at a certain time. I want to get it done as early as possible, so that, you know, I don't have to waste a lot of desk time.

Interviewer: Okay, is that, is that something you just learned at the ARC?

Subject: Well, they try to tell you that, okay, but when I went through the school I, I felt they were talking about long days, you know. It was expected that recruiting is a long, tiresome job and it really isn't.

Interviewer: It is if you want it to be.

Subject: Well, yeah, if you're dumb enough to let it happen. It really isn't.

Interviewer: Is time management the same thing as planning, schedule, planning what you're doing?

Subject: No. Okay, planning means that you, you set up an ideal situation, okay, just so it will best work for you. And time management's following through on it. And getting it done according to the plan

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you set.

Interviewer: Good. Stop. Move on. Briefly, just a little bit on selling to different demographic groups. So first of all, what groups, or what distinctions do you find that you have to sell differently to? And when I say sell differently, let's just leave it at that. So you mentioned male-females are sometimes different, but what about different Cat levels?

Subject: Okay, you've got to, there's certain programs they're not, they're not qualified for, so obviously you don't want to mention them. Give them high expectations.

Interviewer: I specifically am concerned about the selling process, not what you're selling, your approach to that.

Subject: Yeah. First of all I try to avoid lower category levels.

Interviewer: Knowing you it's because it takes more time.

Subject: Well, I, no, no, 180 degrees. It is easier to enlist a Cat 4 that's qualified for one job because once you let him know he's qualified for one job he will take it immediately knowing that is what he's qualified for. Where if you have the individual that had a good test score that thinks that they're qualified for everything and they become finicky. I would much rather put in somebody that knows if they don't take this, they'll never get in.

Interviewer: So, you're reason for avoiding Cat 4's is --

Subject: Lower mental category, obviously we're on a, on a schedule that we have to put in a certain caliber.

Interviewer: It doesn't fit into the --

Subject: Mission box. I will put them in but I will not recruit for them.

Interviewer: There's plenty around.

Subject: Yeah. They walk in the door. I say you recruit for quality and you put the trash in as it walks through the door if they're qualified.

Interviewer: Okay, let me back track. Does that mean, you haven't told me that your selling approach is? Is it any different with them?

Subject: Well if I was selling approach to a lower category,

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okay, normally the lower categories are already sold. They're just begging to get in.

Interviewer: Okay, I'm going, I'm going to have to distinguish between the fact that they're already halfway through the process because they've sold themselves.

Subject: Okay, what I'm trying to get at is that I'm not out recruiting for them, so I'm not trying to sell them a program.

Interviewer: So they're pre-qualified out of your time because you don't need to do it.

Subject: Right. That's not a priority to me. If they walk in the door and set down, then yes, I've got to have a certain technique to sell them on the program.

Interviewer: Is it any different from your technique you use to sell anybody else?

Subject: Yes, because, well, I'll say no, first of all, I'm still selling them on a part time job.

Interviewer: Okay.

Subject: Okay, second of all, I may not sell them on the educational benefits because they may not be mentally qualified to have it, so I've got to gear my, my sales around maybe service to country or something like this. I've got to change it.

Interviewer: Would you say that your selling styles the same but you modify the, what you're giving them as benefits?

Subject: Yeah, style's the same. I do not want to put into their mind that they are lower than I am or lower than the normal. Okay, they just weren't qualified for as many.

Basically that's true but you got to remember I'm recruiting for Reserves. Okay, and, and so I'm recruiting for a short time gains. If they want excitement for a short period of time, you know, their motivations are different. They, it's a, it's a different market of people. You know, these, these are people that don't want to go out and spend a whole bunch of time away from home. So, you know, I'm using a little different sales pitch than the person that's selling a full time job.

Interviewer: Okay, mainly we're sell that part time job as a

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key.

Subject: Right.

Interviewer: Whatever area you put them into, they want to be here and they want a part time job. They don't want to be RA.

Subject: Right.

Interviewer: Okay. Male-female. You mentioned a difference in objections. Is there any other particular difference other than, you know, like the boot camp thing?

Subject: I can only, you know, I don't want to guess on it. My experience is that males will make a decision on the spot many times. Females want to mill it over. They are very finicky. They will not make a decision, most. You've got, you've got to reinforce them many, many more times before they'll make a commitment. And then after they've made the commitment you have to stay right with them constantly, constantly remind them or they will not honor the commitment they made.

Interviewer: Will they just drop out?

Subject: Yeah.

Interviewer: Good. Any differences in race, age, sex?

Subject: That's the middle group. I'd say 26 on up, they start to feel like they better make a decision that's going to help them in the future and so they're more readily to make a commitment at that time.

Interviewer: So if they're under 20, they're ready to go. You know, they're ready to do something.

Subject: Right.

Interviewer: If they're over 26, they probably realize they're in a situation where this is what they want, you know, they need a part time job and this is pretty good retirement. I'm thinking this out, they probably have already decided, sold themselves I bet. My suspicion is the older groups have sold themselves before they walk in a lot of times.

Subject: They want to know if they're still qualified.

Interviewer: The younger group isn't sure but, you know, once you point out the benefits, what the heck.

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Subject: The younger group, this is the first big decision they've ever made. In most cases, and it's an exciting thing.

Interviewer: Okay.

Subject: Okay, so the mental, the mental, what am I saying, the middle group, they've made decisions, and right ones and wrong ones and they're still in the plain out here, you know, they've got their own personal things they want to do and they have no sense of urgency.

Interviewer: Anything else about selling to different types of groups that's different?

Subject: I can't think of it, you know, you just got to know what kind of group you're up against and try to prepare what you think will be interesting and beneficial to that particular type of group, that's all.

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Subject: When I first came in to recruiting I was working on this grad from high school, high grad, 3A. And I interviewed with him, got on the phone, I was trying to get a hold of his brother, you know, also graduated about a year before him or two years before. And I was talking to him, I got an appointment. The kid was working at McDonald's, wasn't doing anything, wasn't going to school, basically after the first sales interview, I knew I was going to get him right, right away. It was difficult. So I kept getting back with him, and he kept changing his mind and putting me off. So, every second month from that point on until October of last year, '85, the whole year I kept getting with this kid. Finally, he consented for us to come talk to him and his parents. And when we went to his parents house and talked to him, we talked mostly to the parents and not to him. We left him completely out of the conversation. And, his parents were really pleased and the kid's picking up on their feedback, and he agreed to go up there and contract to go into the Army.

Interviewer: What did you like about that?

Subject: Well, sometimes it proves your point, it's not always, it felt to me that the kid thought his parents would not like the military, so he wasn't going to go. And always, all this time he never told me that, I knew there was a reason why he didn't want to go but I didn't know what it was. Okay, when I finally forced him to give me an appointment at his house, so I could talk to him and his parents, it worked out for the best. I mean, of course, I probably could have pushed the kid in sooner but I doubt it. It was where he wanted to talk about it, when his parents could hear about it.

Interviewer: At what point did you know you had him sold? I mean, did you know before you even walked into the house?

Subject: I felt when I had the appointment for the house, you know, talked to his parents, that I was going to get him. But to ensure that, I made sure I talked to his parents and not to him. Didn't even talk to him for a solid hour and a half. Just talked to his parents.

Interviewer: That was your strategy?

Subject: Uh-huh.

Interviewer: What, what made you think that would be a good

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strategy to basically ignore him and go for the parents?

Subject: Because I thought he was looking for his parents' consent and I was going to work on that real hard so I did.

Interviewer: How did you know, at what point did you know you had the parents sold?

Subject: Well the kid's smart, and they don't, they can't afford to send him to college or anything like that. They were listening to the money, and at that time they were giving the bonus plus the college fund. And I kept pointing out that this young boy could do more than what he's doing now, such a good kid. And Mom said yeah, I hate for him to leave and at that point I knew that she was softening. But then she said, I think it's a good idea and Dad said, I've always thought it was a good idea, I was just waiting for you to say the word.

Interviewer: To Mom he says that.

Subject: Uh-huh.

Interviewer: You knew then.

Subject: I knew then he was going to join. And when he says, when can I go up there. Right now he's doing a very good job in the service. He loves it.

Interviewer: When you were talking to the parents, was there some things you tried initially that didn't take, like selling them on the adventure he'd have or something, and you had to keep trying, you know, before you found the niche?

Subject: Now this, a lot of times I just go through a whole interview, sales interview. You know, what they ask questions about the most is what I, you know, perceive they're most interested in. And what you do is you go from there and elaborate further. Basically the money and the college fund was the point that they want to hear about the most.

Interviewer: How'd you know that?

Subject: Just, they kept mentioning it.

Interviewer: Anything else you picked up in their body language or anything?

Subject: Well, Mom would lean forward in her chair, you

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know, you know, you get that lean. If it's backwards, they're boring, you know, they're bored and if it's forwards they're interested, you know. And I say well, it's about time for me to leave. And she said, well you can stay longer. Let me get you a cup of coffee. So, from that night on I knew I had him. There was excitement of working that moment to finally get the contract which was, was a trip.

Interviewer: You make it sound like fun. This is not supposed to be fun.

Subject: It is fun. You gotta, you gotta treat it as a game, really. Like I told you yesterday, game of chess. You're ultimate objective is to win. I like winning, I don't like to lose.

Interviewer: Tell me about another favorite working experience, a one-time event.

Subject: Yeah, I had a college girl, and she had gone to all the other services before she hit the Army. I, I had called her first, you know, on a mail-out that I had and she had said by her card that she was interested. I called her up for an appointment and she says, well, you're a last resort. And I was kind of pissed, you know. I hate to be a last resort about anything. But I gave her a chance, go ahead, I said, and go talk to the other services and please come by and see me. I think I can help you out more than they can. Well, she went to the Air Force, for the officer's program, they were telling her things that she could get which I knew she wasn't qualified for, well I thought she might not be qualified for anyway. And she finally came in to see me and I talked to her and she says well, the Air Force, Marines, and Navy promised me this, this, and that. So I said, right off the bat I'll tell you, I'm not going to promise you nothing until I know how you're going to test on that, testing and what your grade point average is. Initially she wanted to become an officer and her grade point average was terrible. The only reason was is that she has, she wasn't able to put forth a maximum effort in college because of work schedule and things like that. And her grade point average suffered because of it. And she was intelligent, but, it's just it didn't indicate what she had done in college. And I told her right off, right off that she was not qualified. And I went through the sales interview and I thought I lost her because I told her she wasn't qualified for that position. Then I mentioned about two other positions that she was qualified for. And she was getting her degree

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in business administration which at that time was club management. She was qualified.

It's Double O Juliet, and after she'd left I'd contacted her one more time and she says, I don't know, I think I'm going to be back in. I said, no problem. And the day of graduation I read in the paper that she had graduated, and I have her home phone number. So I made contact one more time and congratulated her on her, you know, completed college. And, two days later she came in, back in to see me. And she says, I checked out the other services, what they said and in fact I had to take the physical for another service and what they told her didn't pan out. She wasn't qualified and when she was up there they tried to pressure her into going in, she wouldn't go. She came back in and said, well you've been the most honest with me, put less pressure on than anyone else and you seem to care, you know, care for, you know, what was best for me. She says, I'm ready to go.

Interviewer: What did you like about it? The whole experience.

Subject: I liked it, she had gone up for another job which is military intelligence. She passed the test for it, who at that time had no openings for females, and right as I told her about the Double O Juliet, they said, well we have another job that you might like. She says, is that the club management job? They said, yeah, who told you about that? She says, well my recruiter sergeant, and they says, well we have an opening, you want it? She says, I'll take it.

Interviewer: What did you like about that?

Subject: I beat the heck out of the other services with my program. They couldn't touch it.

Interviewer: What was important about that for you?

Subject: There's a lot of important things about it. Number one, it was a female that desperately needed a mission, and two, it was worth a lot of extra points. Number three, well, beating out the other services, I already mentioned. It showed that the programs we do have, show a lot of other recruiters that you can outsell the other services. Just because a guy has gone to see another service does not mean that he is sold on that. You have to constantly resell what you have, keep reiterating what you have to this individual so it seems, you know, so he won't go somewhere else. You know, that's important. Anyone I talk to is mine.

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That's my property until such time I can't work it anymore and the kid is definitely turned off. But I'd rather lose a few that are turned off and get that many who aren't. That's the way I feel.

Interviewer: What is a good way for you to increase the chances for your success?

Subject: I found the more people I talk to, I don't care what the turnover rate is. Let's say if I talk to fifty people in one month. Who cares about, you know, how many you don't get. It's the, you know, it's the people you do get that count, but you always go back and recontact those people that didn't want to go at the beginning unless they're definitely not interested. Always go back and recontact. That's important.

Interviewer: Anything else?

Subject: It's important to, a lot, a lot of recruiters go off on the deep end and don't catch what the ultimate buying motive is of the individual. Once you catch it, you should always work that the most. Keep stressing that in his mind even if you go off to another point or two points. Get back to the original point that he's, you know, that he really wants to know about and really reiterate that time and time again.

Interviewer: How do you know that you've got the ultimate buying motive? I mean, I think a lot of recruiters don't know.

Subject: Well, it's, a lot of recruiters never worked what I worked either. You can tell by body motions, facial expressions, you know, just things that you can pick up on an individual, little smile, if he leans forward in that chair, --

Interviewer: Give me a concrete example of that, where like, you were talking to this kid and you weren't sure and all the sudden it just became clear that you had hit the ultimate buying motive.

Subject: Well I had mentioned one kid, a language course. The more I got into money and bonuses and the different training opportunities in that field, the more he became interested. He leaned forward, asked more questions about it. A kid's going to ask questions what he's interested in. And you catch up on it real quick and just use it to your advantage.

Interviewer: Is that like a rule that what they ask questions

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about are what they're interested in?

Subject: Uh-huh.

Interviewer: That always tell you what the, whether you've hit the buying motive?

Subject: I can honestly say a hundred percent of the time. You can also find out what his fears are by his questions, too.

Interviewer: Is there a way to bring out those questions?

Subject: Well, I guess I, I'll then go back to my experience, you know, you want to get your point across first before he says anything. Once you have your point across, then his questions, a lot of them were unimportant, I guess you know that. They were just, a lot of them were BS questions, I've found, and they just want to get a response out of me and I wasn't going to give them a response. I wasn't going to be defensive or offensive, I was going to get my point across first.

Interviewer: Yes, I noticed that. That was very nice. That goes either way.

Subject: There's no use in getting defensive, always be on the offense, get your point across. And then, if they ask questions that you want to answer then you'll answer it.

Interviewer: It seemed to work yesterday.

Subject: It does work a lot of times, you'll find out it does work. A guy goes, get his point. Then he'll ask you another question.

Interviewer: Does that tell you that the first question was not as important?

Subject: That's right. If it was important he'd keep asking it. Because you get a lot of these guys they may ask about basic training, it's basic fear. What you do is you overcome that fear by just ignoring it to a point. And they come back to it, say well basic training isn't all that difficult and it eases his mind a little bit. You can tell him some of the points about it. But don't you know, it's like, I was on their turf. And to let them not get advantage, you always learn when you're on somebody else's, you know, his turf, you don't give them the advantage. You take the advantage.

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Interviewer: Or stay neutral.

Subject: Yeah, or stay neutral. But I like to take the advantage.

Interviewer: Good. You mentioned in terms of increasing the chances for your success, recontacting, work the ultimate buying motive, anything else that's a good way to increase the chances?

Subject: Persistence.

Interviewer: In the face of?

Subject: Well, just keep persisting even though a guy's going to give you a negative response. Keep persisting because, you know, he wouldn't have agreed to the appointment in the first place with you if he wasn't interested. You got to show him what our program does, anything else that you, I mean, if it doesn't I'll be the first to admit that our program isn't worth his time of day.

Interviewer: How do you know when it's time to give up on someone?

Subject: When he has a scholarship to college. That's the only time you give up.

Interviewer: Are those the ones you can't sell?

Subject: Those are the ones you can't sell. If it's a full scholarship, full ride, you might as well hang it up because you're not going to sell that kid. Not unless he really wants to go. And a lot of them have parent, parent pressure. If you can convince the parents you got a good program, the kid will ultimately go.

Interviewer: Is there any way, persistence, another rule on the list?

Subject: Yeah, when he hangs up on you.

Interviewer: On the telephone?

Subject: I've had kids tell me to get screwed and I keep calling them back.

Interviewer: That's not a way to stop being persistent, is it?

Subject: No, but I just want them to know that I don't appreciate them telling me what it is, and I'll just keep bugging them. Then, mom and dad will get on the phone and say, he doesn't want to talk about

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it anymore, that's it. And I say, well fine, I won't call. Then I wait another six months and call him again.

Interviewer: Time is good for that. Okay, anything else?

Subject: Time heals all wounds. Long time. Long time means years and years. Well I had one incidence, one incident that, I really liked a lot, but it was kind of at a point where I was downright rude and vulgar to the guy. He was, both his parents were in their eighty's, and he was very young kid and he was very late, very late bloomer and his parents were in their eighty's bringing him up. And they were on welfare, and the kid, of course, wasn't getting money, he wasn't working, and he was on welfare checks, his parents. So he was taking their money so he could go party. It wasn't a criminal offense or anything but the lady from the welfare office called me and asked if there was anything I could do to help -- get this kid a job or get him in the service. You know, I said, well I'll try. And I had talked to him in school before and he kept giving me the run around, the run around and I kept, you know, being persistent about it. Again, trying to get this kid in the service. So, I picked up the phone, I told him he was no good, worthless, SOB, and that anybody would take, you know, advantage of their parents and was too damn lazy to work wasn't worth my time. I said, never call me again, I'll never talk to you again and hung up the phone. Two weeks later he came in and he said, well, I'm ready to join the Army. Believe me, I don't try that on everyone, but in that case it worked.

Interviewer: Did you say it in that tone of voice you just gave me? Think back to that time, I want to know, try and say it again the way you said it then.

Subject: I said, the kid's name was T\$. I said, T\$, this is pretty sorry that a guy your age would steal his parents' welfare check, you know, just so he could party. I said, they've done everything for all, all these years for you, and alls you've been doing is screwing them. I said, that's pretty sorry. I said, if I was a cop, I'd have your ass in jail, lock you up for a while, teach you a lesson. I said, if you're going to be that lazy, you're nothing but a sorry son of a bitch. I said, never call me again, and I don't want nothing to do with you because I don't want you in the Army. And I hung up the phone. Oh, I said, one other thing, when you're ready to grow up, call me. And I hung up. And two weeks later he came in. Now doing

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okay, finished number one in basic training.

Interviewer: When he came in, do you remember what he said to you?

Subject: Yeah, hi, Sarge, what's happening? Oh, at that point, see, I'd forgotten everything. I knew about it, but then he portrayed the point that I was his big buddy. You know, say, come on, let's go have a cup of coffee, a soda, sit down. I did the DAP with him, you know, talked some street talk to him and I said, well, I guess that you come in to join the Army since you come in to see me. He said, yeah, Sarge, I'm ready. I said, yeah, that's good.

Interviewer: Good, so you told me persistence, recontacting and working that ultimate buying motive. Anything else that's a good way for you to increase the chances for your success?

Subject: Communication. I can communicate with these kids, bring it down to their level. I don't speak above them.

Interviewer: What does that, give me an example. A real concrete example of when, what you did.

Subject: Well, we had one recruiter here was not successful and what he used to do is speak to them as you would speak to troops, you know, and -- you will be here at this time, you will be, I will do this and he never got to the level where he just talked to them about problems they might have, girlfriend problems and stuff like that. You have to get to their level, speak to them on their level and they're going to find that you're a human being, that you are interested in them, go from there. Go with it. You got to be quick. Don't let them have a chance to change their mind. If you get a commitment, you get them up there as soon as possible.

Interviewer: Give me an example of how this guy spoke and then how you would handle it. Because I don't know what you mean when you say he's like speaking Army.

Subject: Well, you see, AS you will be here to test on this date and this date. And from there, we'll take you up to the Army Military Entrance Processing Station, we'll get you processed for the Army, and we'll put you in the Delayed Entry Program. I said, hey man, you know, let's deal with this stuff real quick, get you tested, man, you know, let's go take you up there, get your physical, put you in the Army, man. I say, get your job squared away

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for you. You know, you know after high school you're ready to go. Said, can you dig it? He says, yeah, let's go with it. All right. Boom. And from there, you just have to, you have to stay with them. That guy was difficult. Because he was in love with his girlfriend and I knew he wasn't going to college, he needed money and didn't have anything going for him. And I kept pushing that money, didn't I. Money, money, money, money. And from there, it was easy, it's easy, you know, you just have to get on their level.

Interviewer: Okay, you told, we're back to a good way for you to increase the chances of your success. You told me, recontacting people, persistence, identifying the ultimate buying motive and communication.

Subject: Communication goes along with rapport. To be effective at communication you got good rapport with the individual.

Interviewer: How do you know when you have good rapport with someone?

Subject: Well, first, a lot of kids come in here, they're pretty tight, you can tell. They're uncomfortable, and just sit there, you crack a few jokes, you got them, you know, talk to them about school, family, girl friends, once you got them real loose you can tell.

Interviewer: How do you know?

Subject: Well, they get more talkative.

Interviewer: Give me a concrete example, just like, tell me at what point you knew you had rapport, someone who was, who was tough to get rapport with. I mean, that you did get it, but it just took a little time. It didn't just click immediately.

Subject: Well, in fact, it was just the guy I just put in the service. A very smart kid, very quiet and it took me about thirty minutes. I didn't even start the interview yet, the sales presentation and I tried for that thirty minutes talking to him, getting him to relax, getting him to talk, you know. I says, you're not very talkative, are you?

Interviewer: What was he doing during this time?

Subject: He was looking straight at me, he had eye to eye contact the whole time. And I thought it was very mature for his age to have that kind of eye to eye

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contact. Because most kids, they look off in space and they look here and they look there, you know, to check out their surroundings. And this kid had eye to eye contact the whole time. He was there because he wanted to be there, but he wanted to see what I had. And before I even started he's going to, I think it was a battle of who was going to talk to first. I mean, you know, if he was going to talk at all, if I was going to get the questions I wanted, whether, you know. And it was difficult.

Interviewer: Let's go back to the beginning of that. He came in, started talking to him, you realized you didn't have rapport.

Subject: Yeah, I was making jokes, the guy was smiling a little bit, right, but wasn't talking and I didn't feel I was establishing good enough rapport so I had to get down to the, you know, finally I just said, hey, you don't talk very much, do you? I said, you gotta talk to me buddy, I said, I gotta find out what you want. And I said, once I do find out what's going on, then, hey, listen, I can, you know, go ahead and get a program planned especially just for you. But I said, unless you talk to me, I'm not going to know these things. I said, you're not like this at home are you? He said, no, I'm not. I said, well, what does mom do to get you out of this shell, here? And he said, oh, I'm not really in a shell, it's just the first time I'm here. I said, well you can talk to me. Just pretend I'm your older brother. I don't have an older brother. Pretend I am though.

Interviewer: And then what happened?

Subject: He started opening up.

Interviewer: Did you have rapport then?

Subject: Yeah.

Interviewer: What did you notice that let you know you had rapport after that?

Subject: Oh, he was talking a lot more. You know, he was more relaxed.

Interviewer: Did his tone of voice change?

Subject: No, not especially when he wasn't talking at all, you know. Just like, here I was, interviewing and he isn't going to tell you anything. But what you have to do is you have to get around that and don't give up. You just have to work on it. You know,

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keep talking, little jokes here and there.

Interviewer: So, I mean, you kept saying things and like you're getting minimum reactions.

Subject: Minimum reactions, well the best way to overcome that is just to tell them what you see in the guy. I say, you don't talk very much, why don't you? You know, said, you gotta talk to me. You know, you tell them what, you know, you want from him. And all the sudden the kid will start opening up.

Interviewer: Did he move forward at all or anything or just?

Subject: No, this kid had straight eye to eye contact, he was very mature for his age. I mean, how many adults do you know give you a straight eye to eye contact the whole time you're talking to him. It just doesn't happen. And this kid I knew was very mature.

Interviewer: Good. Now you've told me good ways for you to increase the chances for your success. What is a good way for someone else to increase the chances for their success? As a recruiter.

Subject: You know, all the good recruiters I've seen out here have really been successful. We kind of, we talk among each other, you know. Find out, you know, exactly what they do. Basically everybody does the same, they're just very persistent, able to communicate very well on the level of the individual. And listen, you know, sometimes we get people are not as qualified as some of the other people we put in. But, you see, you have to be able to, to talk on their level.

Interviewer: So I'm picking up that pretty much they do the same things that you've talked to me about.

Subject: Yeah, they basically all do the same thing. I think if a recruiter cares about the guy, I mean, he's got to show that he cares. He's not there just because he's forced to be there.

Interviewer: Should that be on the list with the other things, is it as important?

Subject: Yeah, it's important. You have to care about the kid.

Interviewer: What's important about that?

Subject: Well it shows the kid that you, he's not in there just to be a number. You know, recruiters contract

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system, you know, he has to put in so many per month on the scheme of things, right. And the kid, once he realizes he's a number, you can forget it because he's just not going to join.

Interviewer: You've seen that happen?

Subject: Oh, yeah. A kid wants, you know, you to like him. Everybody wants to be liked. He wants you to like him. He wants you to care about him. And once you show that he does, that you do care about him, you're going to, he's going to do a lot more things for you. If you got a lot of parents out here don't spend as much time with your children as they should, they look other places for people who will spend time with them. In more cases than not I have kids in here every day, come in to see me every day and I treat them just like I treat anybody else. And again, I'd spend some time with them, take them to the movies, once in a while I've taken kids to the movies, take them out for steak dinners, you know, find out what's happening on the home front. Offer any advice I can give them from my experiences, you know.

Interviewer: Do other recruiters do that?

Subject: I don't think so. I tell them if they don't write me while they're in basic training, I'll wonder if they have survived.

Interviewer: Do they write?

Subject: Yeah. One kid didn't write, I told his drill sergeant. I called his drill sergeant. I got a letter. I don't care. I want him to write, I want to see what they're doing. And then again, I contact their parents when they're gone, see how they're doing if I don't hear from them. And it works out.

Interviewer: Do other recruiters who you feel are up to or close to your level, do those things?

Subject: Yeah, you just, you have another guy, we're teaching all our young guys in here, if we have a new recruiter, we teach him how to do the same thing. It's important. It breeds success.

Interviewer: What do you want, in, in a job?

Subject: I'm not satisfied with just one thing. When I do a job, I'm here because I don't want to be here, okay. I'll be honest with you, I don't want to be here. But my ultimate point, you know, for joining

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the Army is doing the best job I can no matter what I was assigned to do. So, my ultimate goal is to do the best I can in the three years that I have out here. I'm not staying.

Interviewer: Okay, I understand that you were DA selected, like eighty percent of everybody else that's here or more. But you're still performing differently, so let me just say again, you know, what do you want in a job? Not, not how did you end up in this job? I understand how you ended up here, but it seems to me you have certain perceptions that you're going to be in a job what you want to get out of it.

Subject: Well if I'm going to be here, if I have to be here then I'm going to get the most out of a job. Most in this job you can ever obtain is really the recruiters rank. And I'll shoot for that.

Interviewer: And what will having that do for you?

Subject: What's it going to do for me? It just gives me the satisfaction of knowing I did a damn good job while I was out here. That's all.

Interviewer: What's important about doing a good job? I mean you can get by doing, just making mission.

Subject: I don't like just doing half-assed job.

Interviewer: Making mission is half-assed?

Subject: To me making mission is just half-assed. You know. Well let's put it this way, too. I like somebody telling me that I did a damn good job. That's ego and it's also something I like to do. If I don't do a good job then I just don't feel like, you know, I should be here.

Interviewer: How else do you know you've done a good job? One way is people telling you.

Subject: Awards. I love awards coming in. I'm greedy, I love to get everything I can possibly get. I challenge other recruiters to do the best they can and any time anybody beats me out for recruiter of the month or recruiter of the quarter, I get pissed.

Interviewer: You have any way of knowing you've done a good job before it's completed?

Subject: Yeah. When parents come in and thank me for putting their sons in the Army, saying they changed a hundred percent.

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Interviewer: Well that's, that's after they're in the Army. Do have any way of knowing, like that you've done a good job before you actually hear them come back and say something to you, like it's changed, you know, you've done good by me?

Subject: Well, I don't care what the other people think. It's, I do to a point, but I know I've done a good job when I've over produced at least one or two people a month. And I know I've done the best I can. Now if I figure I could have put more in that month, then I figure that one or two over production wasn't all that great. I could have done better. My ultimate goal is putting eleven or twelve people in one month. I've never reached that yet but I'm trying.

Interviewer: Well, what, what stops you from doing that now?

Subject: It's stiff competition.

Interviewer: You mentioned yesterday you don't want to use up all your resources.

Subject: I don't like to use up all my resources. Because the other services are getting their share but I'm getting more. I could do it. I mean if I have a good run, a real good run, that's what I call good run, I can do it. And I will do it, wouldn't hesitate, no reason not to. But there's times where it just runs a little cold for a while and then you gotta pick it up. I mean, by picking it up you contact more people, you get more people in the system and go from there.

Interviewer: So what do you want in a job like that?

Subject: To satisfy me.

Interviewer: What will having that do for you?

Subject: Well, it might not do anything for me in the long run but at least I've said I've done something exciting in my life. Because, I have to have excitement constantly. I don't want to do anything that's boring. To me if I just sit around and do nothing, haven't done anything then it's boring, you know, it's not exciting. I have to have constant excitement. That's the way I am. I don't know what a psychiatrist would say about that, but I have to have constant excitement. I like the challenge, I like to win. If I lose I just say, well I'll get it next time. You just can't let it get you down. Just because you don't, you know,

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you have a bad month in recruiting, you don't give up because it's the ultimate game. That's the most important. You just keep trying.

Interviewer: So one thing is satisfaction. Gamesmanship and strategy, or, or is that part of what leads to satisfaction?

Subject: Well I would say gamesmanship and strategy is part of that, yeah.

Interviewer: Well is that how you know you, is that how you get satisfied?

Subject: No, satisfaction comes when you know you've won or at least made a tying effort. You know, because some of this is a losing battle, if you're able to get at least a tie, you know, you know what you have done on the job. Recruiting, I consider it's a losing battle unless you're in an area where it's just impossible to work. If you don't do nothing and you don't care to, well then you're going to be a loser. And, but if you do your job, when you know that you've done the best that you could and if you tried everything and it just fails, at least then you know you tried.

Because there's maybe another reason I keep trying and nobody else would. But I'm probably willing to think these other ten, that we don't need the Army really. I'll be honest. Because I can get out and make fifteen times as much as I'm making now, working, you know, take over my dad's business. But I'm doing it because I like this Army and if they put me in a job I don't like I still want to do the best I can.

I look at it, too, is that I stay here for twenty years, I got that check coming in until I die. You know, not too many people has aspirations when they're past sixty-five anyway. You have a nice good life and, you know, in case anything ever happened and I messed up my dad's business, well then I had that retirement check to fall back on. You know, so, that's a good reason, but really I really do mean it. I could find another job somewhere else if they decide to kick me out. I might not kick back and, you know, work in McDonald's.

I've done that before in a restaurant, yeah. You know, he told me to quit taking all his good people. I said, well pay them more. Now he gives me referrals.

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Sure, I've been wrong lots of times but I admit I was wrong. Don't be afraid to do that either. Nobody's perfect. I'm not perfect in recruiting either. There's days I don't do nothing. I'll be honest, I don't. You know, I'll come in here and want to go home right away.

Interviewer: What's the difference between being perfect and being effective?

Subject: Those guys who strive for perfection all the time in everything they do, I just don't think they're happy. If you want to be happy, nobody's, like I said, nobody's perfect. But a guy who tries to is not going to be happy. He ends up with ultimate problems other ways. Me, I'm not perfect, far from it. But I like to have a good time. I don't like to party, go drinking, stuff like that. My idea of a good time is maybe run out to the golf course, bowling alley, you know, going to the amusement park riding the kiddie rides. I like having a good time. Anything I can do to have a good time. That's my idea of having a good time. My idea of having a good time in recruiting sometimes is just to sit down and do nothing. Come into work and say I'm going home. And I go home. And that's it, you know, don't let this job get to you. If you do, you're going to have a tough time.

Interviewer: Let me ask you this, what is the relationship between what you're doing now on the job versus what you did a year ago.

Subject: I've learned a lot more. A year ago I panicked a little bit, you know, because I wasn't familiar with all the programs. And I didn't want to put out any bad information and I felt that I was, I was a little afraid that, I don't know, I just had a point where everybody I talked to I put in the Army. You know, I could put anybody in that I talked to. That's not the point. That's not true at all. One out of twenty you talk to, you put in the Army. Last year, maybe one out of forty, you know. And I just keep trying to bring that down a little bit more. You know, if I can get one out of ten I'll be satisfied. And I'm close to it, I'm really close to it. I don't want to reach a point where I'm really completely satisfied, you know.

Interviewer: What will happen then?

Subject: I'll shoot for one out of five.

Interviewer: Is that still going to hard?

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Subject: That would be a real challenge. Make it, make it more challenging. I mean, you start, you see, never, I was always taught, you know, make a list of things you want to do in life. Don't detract from the list. You have to keep updating your goals, now my next one's rank. Now after rank there's really nothing more in recruiting to shoot for because I'm not going to stay out here long enough to take over the station. They want me to, but I don't want to.

Interviewer: Well, when you talk about the relationship between this year and last year, you told me one thing that was different is your hit ratio's better. Is there anything else that's different?

Subject: Well, it's easier to do things, it's a lot easier, because you, you know you learn from experience.

Interviewer: Is there anything that's the same?

Subject: Telephone call rosters. It gets boring after while. You talk to a hundred kids one day, I've done that before, you know. I think it's boring, there's no challenge to that. Now, I can get an appointment if I want one with a kid. Alls I say, you know, if he doesn't want to give me an appointment, I'll be out to your house such and such a time and talk to you. Even if he says no, I've done it.

Interviewer: Gone out to the house?

Subject: Yeah, dressed in uniform and I go out to the house and conduct the appointment. The kid is not going to tell you to get away, a lot of them just don't do that, you know. And, that's nothing. That's nothing. I have, every time I put a person in the Army, that's fun. But once I consider it not to be fun -- already, I just want to leave. Because three years in one place is enough. Then I lose interest. I want to do something else.

Interviewer: What else is the same between now and a year ago -- or different?

Subject: The area hasn't changed. Nothing I can really pin point. Everything's changed. You know, my telephone technique is probably a little better.

Interviewer: Everything's changed.

Subject: Yeah, I've always been comfortable over the telephone, you know. My product, I know my product a lot better. So I'm able to use it on the phone a

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lot better. So it's more effective to communicate when you know your product. So, I know my product a lot better and basically I know a lot better. I just, as far as human reaction and things like that, I've known about that for years.

Interviewer: Tell me about a situation that really gave you trouble, I mean real trouble.

Subject: I get upset when people go up, or say they're going to commit and don't, you know, they change their mind at the last minute for a stupid off the wall job.

Interviewer: Tell me about it, one of those.

Subject: Believe me, I haven't had many. Usually when I get a commitment, it's a commitment. But I haven't had that many. Ah, yeah, I can tell you one. One guy who was definitely going to go, in fact he's going to go this month anyway because he's recontracted and he's ready now. But he is married and has a child, said he was going to go. The day of the physical he never showed. I called him up, he says I'll be there tomorrow. And he didn't show again. Here I am, you know, putting him on the floor constantly and it really pisses me off. Finally after the third try, you know, I says, giving this guy the benefit of the doubt, but after the third try, he did it again to me. And as a result, you know, I just told him, I said, listen, you do want to go in the Army, don't you. He says, well, not really, Sarge, because my wife really doesn't want me to go. And I says, well, you know, you could have used some maturity and called me up and told that. Be honest the first time. I said, I don't want people lying to me. I don't lie to you, why should you lie to me. And you know, well that's, you know, that's a minor incident but still, you know, because I just don't have it happen to me that often.

Interviewer: Good. How do you know when someone else has done a good job, another recruiter?

Subject: First of all he makes his, he does his share of work, puts in his mission and he over produces. He doesn't hold back just because he's got those three men which is his mission. He doesn't hold back for the next month on the people he's working now. To me, I was just telling you that the guy is not secure in what he's doing, number one. And number two, he doesn't care about the team. A company, our company's tops and I've never been in a company that hasn't been. And I like to keep it that way.

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I mean, it might have been shit when I first got here or any other place, but through the efforts of all the individuals involved, we became number one.

Interviewer: Can you ever tell someone's good when you first meet them, before the numbers show up? And really feel that you know for sure, there's not question.

Subject: Yeah, you can listen to a guy's rapport, he does everything he's supposed to, his phone calls, he's got good rapport with the people, he has a low rate of losing people on the floor, he's doing his job, he's good.

Interviewer: And how many times does he have to demonstrate that or making mission?

Subject: He's got to be consistent. Let's be honest there because they're expecting too much.

Interviewer: Why is it too much?

Subject: I mentioned yesterday, you're selling the hardest product in the world, right. You're expecting a guy to work, some of them in excess of over twelve hours a day.

Interviewer: Is that because they're working harder or smarter or, I mean, why should anyone --?

Subject: Sometimes you can't work smarter, you have to work harder because of the area. And let's take for instance, a guy that's number one in my class in the field, the guy's excellent, he's an MP, excellent speaker, he could speak, he knew how to get a sales interview, beautiful rapport with people, you know, because he had the same experiences I had. And what does he do, he goes to the rich section of 2\$ and they're going to relieve him for ineffective recruiting. And this guy knows how to recruit, he wants to recruit. He'll tell you, he wants to recruit, he works eighteen hours a day, six days a week and a lot of times he's there on Sunday. Trying to do his job.

Interviewer: Well, what stops him?

Subject: Look at the area he has, high school he has, and this and that, the average wage earner brings home no less than a hundred thousand a year, you know. I mean, people in America, if they got money they don't think their sons need to be in the service. Hey, if I had money, my kid would go in the service first. See what it was like, at least, you know, serve his country.

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Interviewer: I think there's a way to sell that.

Subject: There is a way to sell that, sure. Hey, the best way to do them, is like these other recruiters said. I've used it too, is that I've used it on the kid. Don't you feel, your dad went through all this, don't you feel that you should go through the same experience or do you want to sponge off him. I said, or are you going to know how to keep it? You made it, you don't know how to keep it.

Interviewer: This is out of frame, but, you know, if you don't take chances, how do you know what works?

Subject: That's right. You got to.

Interviewer: How do you know what works? How did you find out what became effective to you?

Subject: Trial and error. That's it, you got to make errors before you find out, exactly, you know, what works best. So you do it. Don't be afraid to do anything. Try it. Well as long as it's not illegal. If it's illegal, don't do it, but if it's anything that's legal, you do it.

Interviewer: You think there's enough room within the legal realm for trial and error?

Subject: Well, you make one mistake, if your commander is worth his beans or a first sergeant, he's going to look bad or tell you not to do it again. And a guy's foolish if he does it again.

Interviewer: Give me an example of some of the things you tried when you first got here, regular stuff, I don't care what it is, could be telephone techniques or something that, you know, worked, but maybe one or two that didn't work.

Subject: I was, number one, I was, when I first got here, I probably couldn't tell you that much because I was basically, I went by what the school taught as far as interview techniques. And it was, it is successful. It is.

Interviewer: Which, the SMAATTRESS technique?

Subject: The SMAATTRESS technique is successful.

Interviewer: It's boring though, isn't it?

Subject: Sure, but successful. I mean, you can deviate from it a little bit, but not much. Don't do it that

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much, I mean, I mean, carry on a conversation. I think any recruiter who spends over four minutes talking to somebody on the phone is doing an ineffective job. So your main priority on the phone is get the appointment. You want face to face contact.

Interviewer: Not to pre-qualify them or those kind of things.

Subject: Say you waste ten minutes on the guy if he's over weight or he's allergic to bee stings, show him what the Army's like for ten minutes and go on to somebody else. That's not wasting your time because, number one, if you conduct appointments in a school or in a certain area, you make sure that you got three or four backups, in case that guy isn't qualified you can go to the next one. So you got, you're doing your time management just right.

Interviewer: So your first step is to --

Subject: Get people from the same area and make three or four appointments. In case one of them is not pre-qualified, is not qualified, you got three more to fall back on. Anybody who doesn't talk to somebody just because he might be over weight or he's allergic to bee stings is stupid. You got, you got the kid's word or you can go out and find out what he went to the hospital for, he's got doctors. Find out first.

Interviewer: But you don't want to find out over the phone.

Subject: No. I could care less over the phone. My object is get the appointment, go out and see that kid. Spend as less time on the phone as possible. More time spent on it, the more boring it gets. So I don't consider it a waste of time if I talk to four hundred people and ten of them are disqualified. I don't consider that a waste of time. Let's go out and do it. That way you're not bored, it's a challenge to go out there.

Interviewer: The phone's pretty boring then?

Subject: It is boring. My main objective is that kid don't know you. You don't know him from Adam. You just want to get there so you can talk to him.

Interviewer: Okay, so you get them, what happens then, what's your objective?

Subject: Your objective is to sell the Army.

Interviewer: Is that what you sell, the Army?

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Subject: You sell them the programs, too, you sell them the programs, the money, college fund. If we didn't have that, Army would have a tough time recruiting.

Interviewer: Yeah but those are things that, that add spice. What are you selling? Like, I talked to a recruiter who, I talked to a recruiter who was in reserves, came straight out, he was selling part time jobs. That's what he sells. And it works.

Subject: I'm selling college money, and that works.

Interviewer: Is that what it is in this area, college money?

Subject: A lot of it. A lot of it is because it's so damn poor out here nobody's ever had five thousand dollars cash in their life, so I'd sell anything that interests the kid if I can get him in the Army. Because he's going to end up liking it anyway. Get him what he wants first. He'll like it eventually. Because that's a means to his goal.

Interviewer: How did you decide that those were the things that worked to sell here?

Subject: I had communication with other recruiters and I asked them what they do well, like my first sarge, he was a guidance counselor. He's got a recruiting ring, he's successful. You know, he's a good recruiter. So I asked him. I said, you know, I mean, a lot of this is not going by policy. You know, USAREC policy says, you know, this, this and that, you know. A lot of things when you sell somebody programs in the Army, the hell with policy. You do the best you can to get the guy in. They really, the fear factor in USAREC is so high a lot of guys are afraid to fail. Maybe that's a good incentive.

Interviewer: Is it?

Subject: It's not in my case.

Interviewer: What makes it a bad incentive?

Subject: Fear factor's always a bad incentive. Because number one, sometimes a guy resorts to illegal means to get his mission.

Interviewer: What kind of training? I mean at the ARC.

Subject: Yeah, you have to use it. I mean, I first come out here, here Sergeant _____, here's your damn mission, here's your area, go to it. Hey, I had

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to, the only thing I had were notes from the school to fall back on, and my own determination and I used it. And I was successful. I have never missed mission yet. I've had months where I just barely made it, but I've never missed it. I'm not going to do it.

Interviewer: Tell me more because most people I've talked to sort of put down the school. That's concentrating on rules and regs and paper work and not really getting down to nitty gritty of teaching people how to do the skills of sales training.

Subject: Skills of sales training. They don't teach that. You can't teach that. It's the individual, how he, his skills of communication.

Interviewer: What did they teach you then that was useful to you in the field? That's my question, as a recruiter.

Subject: Well, just basically, you know, by, I know nothing about sales. Okay, but I know how to talk. And unless I need something about sales, using the techniques a little bit. SMAATTRESS is effective, sure. I mean, for right, for what the Army needs it for. At that time, there's other, probably better ways out there. But for what we have at this time, it was effective. I was getting a lot of people in the Army. And I, I'm still getting people in the Army. Because I basically still use the same techniques that they taught in school.

Interviewer: For instance.

Subject: SMAATTRESS, you know, buying, you know their buying motive. But, you know, what they don't teach you is to keep on, after they go on, they say, well go on to a different thing. Find out what his second buying motive and his third buying motive are. Hey, sometimes a guy only got one. So use it. You know, don't bore the guy. Use what you have to get the contract. That's it.

Interviewer: What other things did you find were useful?

Subject: Well following up on your DEPers is definitely, I mean, a guy does that and he talks to them all the time, yeah, he's going to have a few DEP losses, every recruiter experiences that. And anybody says they don't, they lie, because they do. Everybody experiences DEP losses. But the bottom line is that you do what you're supposed to do -- following up, you know, they have DEP functions once a quarter. You hold your own DEP functions. Go and take them to dinner and talk to them, give a shit

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Subject: Darn right it works. And every good recruiter out here will tell you he gets him in here as soon as possible. We don't take that two weeks. He goes for it. You know, if you can get him the same night, you get him the same night. The secret of it out here is you got to push. You have to push.

Interviewer: How do you push a kid? You're in there, how do you push him?

Subject: You're always truthful with them when you're pushing. Okay, what you're saying is that, hey, I've gotta get you up there, physical is this day and the test is this day. Okay, you've got to go up there those two days. Why can't I go up next week? The job might not be there next week buddy. All right, now we're lying to him but you're also not. You find out his wants and needs and you go through it. You know, SMAATTRESS is important to some degree, yeah. Do I use it all the time? No. But there are cases where I like to. When a guy's got a very high QT, okay, yes he can go to college on a scholarship if he has one going for him, you know, or if he's not going to college, he's got some type of job he wants. Then you go through the whole entire SMAATTRESS.

Interviewer: Look. Let me, let me ask you differently. You've already told me that you can perceive a difference between the high school kids are more materialistic than the college kids. Is that anything to do with kids being brighter or not? Or is it just a reflection of where they're at in terms of world experience?

Subject: Yeah, probably the second one.

Interviewer: That's my question. You, you change what you're going for depending on something about the kid. What things do you find relevant? Is it Cat level or age, race, I don't care, where they live, geographical location? How do you know?

Subject: I find I spend more time with a higher kid than I would with a lower level because to be honest with you I'd rather recruit a higher level.

Interviewer: Well how do you know they're higher level?

Subject: They take the test, you know the ASVAB at school. You got your ASVAB results you're looking at.

Interviewer: Okay, so you usually know ahead of time where he's at.

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Subject: Sure. I know ahead of time too, I have my DEPers, you know, pre-screen all my LRLs, take a look at them, tell me who's smart and who isn't. And those kids know and they let you know.

Interviewer: Regardless of ASVAB score?

Subject: Regardless. Those kids will tell you if they're in the tops of their class and he's smart.

Interviewer: So, other than giving him a presentation so to speak, the smarter kids, is that what you said you do? Is there anything else you do differently?

Subject: No, because I always treat them all as human beings. I mean I do treat the 3As a little bit different, right, because number one, I can get them more for what they, you know, for what they want. I can get them more. Hey, even the Army's prejudice toward them, there's more jobs available for a 3A than there is for a 3B or a Cat 4.

Interviewer: You find any differences based on geography, where kids are living? Or is this area pretty much the same?

Subject: Oh, man, there's schools that can't put out a 3A, you know, but there's other schools that, you know, kids are smart. All depends on really on what their family thinks about studying, what type of study habits the kid has, things like that. That's all, falls into, I think you know that as well as I do. Yes, do I have my opinions on things, things I couldn't put a finger on.

Interviewer: Well, for instance, when you see a kid, I had a recruiter tell me, you know, I, he can just look at a kid and know that's a kid that understands what discipline's going to be like, be able to handle it. And for him it's, for him it's looking at -- is his hair cut? Does he look neat? And he says that's been a guide that he uses. Kids come in and he's all sloppy, whatever, he's wearing the, you know, fatigue shirt or something, it tells him something about the kid, how to approach him.

Subject: Not true. Maybe a kid's never taught that. We can teach him. You can't make, you can't make judgments, it's just like everybody thinks a guy parts his hair down the middle -- I can tell, that's pretty accurate, on that. That doesn't mean I was completely right all the time. You know what I'm saying?

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Interviewer: You always, you always keep that window open?

Subject: Oh, sure.

Interviewer: What's important about that?

Subject: Just because he's sloppy doesn't mean he don't care. Maybe he was just never taught to be neat, you know. I mean everybody has, you know, everyone has something good in him. Everybody has their own way of doing things as long as you can use it to be effective. That's what -- hey now, I'm looking at the Army's overall perspective, okay, what I can use as a leader. As long as that kid, I can use him, he's effective in whatever way possible. Hey, so he's not the best shot in the world. So he ain't the best mechanic, but if he knows military law, he knows it better than anybody I know. That kid can be effective.

Interviewer: Okay, so, getting back to this interview, you call the kid on the telephone, saw him, you establish his needs by going down SMAATTRESS questions. What did you do that lets you know what areas he's interested in?

Subject: Those are the ones are given more response to, they're the ones, gee I'd like to have this. That was my goal to have a new car. And I tell them about my goals and how I make a list and I tell him ways to obtain it.

Interviewer: What kind of list? What's that about?

Subject: The list of goals of what I'd like to do in my life. I tell them about that. I say, everybody should do that. Do you do that? He says, no. I says, well, I can tell you how you can obtain that goal of getting your car real fast. And I let, you know, you play on him, you have to. But if you come in and you make a judgment on a kid, you don't think that guy's going to be good for the Army, you're sure wrong. And you're paving the way for your own destruction because you'll never make it. You gotta forget a lot of things out here. I had to forget a lot about cop work out here. I couldn't portray a cop attitude toward kids.

Interviewer: What's that?

Subject: Cop attitude? You know, you distrust everybody until he proves he's trustworthy.

Interviewer: You mean you distrust everybody.

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Subject: Distrust everyone until they prove they're trustworthy. Question everything they say like an interrogation. I mean, I mean that, a kid will think, god, he thinks I'm lying to him. You gotta forget things like this. You can't interrogate people. You can do it to a degree, but don't let him think that you're doing it. Well recruiters make the mistake, they think they got the guy's buying motive and sell them the wrong thing and they lose the guy.

Interviewer: Well how do you know you got the right one?

Subject: Keep asking questions.

Interviewer: About the same thing?

Subject: Over and over. Go on to different things. Find out what he really, really shows the most interest in, that's his dominant buying motive.

Interviewer: Do you like leave it and come back or you just, if you think you've got it just hit him on question after question about why or how or when, with that motive?

Subject: I go over the, you know, hows and whys and, you know, three times in the same area. Then I go on to something else. You keep going until you find it. It's there, believe me. Kid come into that station wanting the Army, you should get him. He should go. He should go, but find out what he wants. Because, you know, he's waiting for that certain click, you gotta find out what it is. Do it. You can find it out. It's easy. Sometimes you just be direct, what do you want? Okay, what do you want? Tell us what you want and I'll get it for you. He hears that, I'll get it for you. He tells you what they want. Say, well, one of those I can't get for you, but I can get the rest. And I'll tell you why I can't get that for you. Hey, you're being honest with him. There's another part of rapport.

Interviewer: It seems to me that some things, there's something about that adjusting your style that would help a recruiter who comes in, who thinks he can be a drill sergeant around here. There's something he missed in terms of him having to change with respect to that person he's talking to.

Subject: Their big thing is, they say establish rapport, but they don't really tell you, you know, they give you little instances like, hey, tell them about this, tell them about that, you know. They don't say.

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Interviewer: You see what I'm saying, that's what I'm getting interested in, you know, check that out.

Subject: You know, I'll work on a kid, you know, get him to talk. Try to be nice to him, talk in soft words, you know, joke with him. Hey, that's establishing rapport. You don't have to give him things and stuff.

Interviewer: You mean the calendar and stuff?

Subject: Yeah, bull shit. Hey, I do it, you know, I do it at the end. Say hey, here's a present, but it's not like, hey, you know, I'm giving you this calendar so you'll talk to me. But the people who do that, and I find that if they do it that way, they get good success from it.

Interviewer: If they do what?

Subject: There was one recruiter out here before me. That sucker was putting in ten guys a month. The reason that we can do it is we can talk. Guy walked in his office, you know, his DEPer. Hey asshole, you know, and the DEPer was bringing in another guy. You know, man that guy's calling him an asshole? Man you don't call me enough, I ought to kick your ass, you know, and he's joking with the guy, but him and the guy knew it. The DEPer would relax right away, say, this guy's cool.

Interviewer: I think there's a difference between having the professionalism for your job and in the heart. Not necessarily some way of showing it like giving out a calendar to get rapport. It's the professional way of doing it.

Subject: Oh, hey, there's times when we forget about our DEPers, you know. We might not call them for a month or so. That's because we're busy. I mean, you don't have enough time sometimes to do it. But sometimes you just don't give a shit. You know, because you're just in one of those ruts that and it happens all the time. But you got to care enough to stay out of a rut, you know. But those guys who just don't give a shit, and then they're just going to stay in that rut all the time.

Interviewer: Let me ask you this, if you were giving a talk to the ARC, and you only had two hours to give a talk and you were going to tell these new rookie recruiters what they needed to know to be successful, what would you be telling them?

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Subject: Wouldn't need two hours.

Interviewer: Okay.

Subject: Need five minutes. Not even that.

Interviewer: Five minutes. What are you going to tell them?

Subject: Be honest, communicate effectively, don't be afraid, try everything within legalities, what'd I say already?

Interviewer: Honest, communicate effectively, don't be afraid, try things out.

Subject: And give a shit. Care. I'd say give a shit.

Interviewer: Anything else? You have thirty seconds.

Subject: There's an old saying in the second infantry division. When everything starts going bad, and you're feeling really low -- FIDO -- forget it and drive on.

Interviewer: What's important about that?

Subject: Hey, there's things you can't change, a lot of people think they can change it. You start getting very low and pissed off and don't care. So you say, forget it. You just keep driving on with what you're supposed to be doing.

Interviewer: You're giving me these five things. Honest, communicate, don't be afraid, try everything, care, FIDO. Which one of those is the most important? They'd only adopt one of those things. Which is the one they need to be most effective as a recruiter?

Subject: Because you can combine all these together, right, into one. Because if you're honest and caring, you'll communicate well with the individual, okay. And if you communicate well with an individual, you'll constantly follow up, right, and, hey, things go wrong, you'll say forget it and keep driving anyway and keep doing the same things. That's true.

Interviewer: Well, follow-up isn't in here. Where's that? Is that something that should be here?

Subject: What did I say there?

Interviewer: Honest, communicate effectively, don't be afraid, try everything, care.

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Subject: Oh, okay, yeah, follow-up. That's, what's that, seven? Follow-up? Those are the seven steps.

Interviewer: Well, how does don't be afraid get into this?

Subject: Don't be afraid to try things.

Interviewer: How's that different from try everything?

Subject: What did I say, try everything?

Interviewer: You said, don't be afraid and try everything.

Subject: Oh, okay, cross out try everything. Don't be afraid to try everything.

Interviewer: Okay, what's important about that?

Subject: Oh, hey, there's, there's things you're going to try that's not going to work to get that contract. Don't be afraid to go on to other things. Tell him more. A lot of recruiters don't like to tell them less as possible to get the contract. The hell with that. Tell him everything he wants to know. You know? Tell him about it. Tell him that when he goes up, he doesn't have to contract.

Interviewer: What else do you tell them like that, things like that?

Subject: You should have heard me yesterday. I said, if they don't have a job you want, don't go. I'll pick you up.

Interviewer: What do you tell them about basic training.

Subject: I tell him it's the most difficult period he's ever going to adjust to. I say, it's going to mentally and physically draining on you. Physically if you're in shape it's not going to be that bad. Mentally, yes, get used to that system, you're used to waking up when Mom tells you to wake up. You're used to going to bed when you feel like going to bed. Somebody's going to be telling you when to wake up, when to go to bed, what you gotta do. I say, hey, if you're not prepared to do that, you're not ready for the service. I says, you've got to try the best that you can. If you don't try, then for the rest of your life you're going to regret it. You're going to say, why did I give up? Now, if you come in here lying to me and say, they got training discharges, hey, well I ain't promising that bull shit. If you quit, I said, be honest with yourself, don't lie to me. And if you

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quit, I ain't got no time for you. I got other young kids out here, I said, you know, then I'll leave it at that. If a kid tries, he's going to make it. If he's just going to quit the service, he's going to be a loser the rest of his life. Because he lost something. As long as you tried and you know you tried and you couldn't make it physically and they kick you out because you couldn't make the grade, hey, at least you gave it your best shot. And I tell them all that, and I, and I appeal to them to do the best you can. And I have had a lot of kids this year who finished number one in their class. Or, you know, finished in the top five. You know, things like this because they care. Some recruiters say don't volunteer. I say, volunteer for that leadership position buddy. Because it's important. It teaches you things. I says, number one, it's also the best way to move up. Hey, my kids volunteer. Squad leaders, platoon leaders, very proud of it and they stay longer than anybody else would because I told them before hand how to accept responsibility.

Interviewer: How does FIDO come into this? There's something beyond what you're saying. I'm trying to figure out what it is.

Subject: Because a lot of things get recruiters down, okay, they try to buck the system, they're told to make phone calls, they're told they have to conduct so many appointments, they're told they have to put so many contracts in. Instead of letting it bother you, you say, forget it and you keep driving on.

Interviewer: How's that help you do the mission, that's what I'm trying to find out?

Subject: No, just sometimes, you know, you tend to let that down. So the best way to do it is you say forget it and keep going.

Interviewer: Yeah, but that's the old, practice makes permanent, not practice makes perfect. Maybe they're doing something wrong and they keep doing the same thing.

Subject: No, there's other ways of going around it. Okay. You know, you can stretch your -- if it's not done right and you'll find that you're being affected by it. Try something else, you just forget that one approach and keep going, drive on to something else.

Interviewer: Is that where you click into your try everything?

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Subject: Yeah. Everything he makes a decision about. And I let him know it. But that's not effective one time. See, he wants me to do something else, you know, and you're saying that he wants the why. And you have to understand what the captain wants. So if it's not going your way, you say forget it and you try something else with him and you give him a more effective reason why. You have to, you know, you gotta explain action. You just can't be silly assed about the thing. Do something about it. I just got out here -- emergency leave, I mean, not emergency leave but go pick up my wife. I had to leave her in Germany so I could go to the school. I got my house set up here before I went to the school. So I didn't have time to go back to Germany to pick her up. Get out of the recruiting course, the old first sergeant, says, well if you're going over, you're going to make mission.

There's things -- you have to stick up for what you believe.

Interviewer: Uh, let's talk sales cycle. What's a sales cycle for you that works. I mean, I know recruiting command has, like, eight or nine steps.

Subject: Contact, appointment, test, physical and contract.

Interviewer: Okay. Contact, is that telephone?

Subject: Telephone, prospecting, area canvassing, referrals.

Interviewer: Now, you haven't talked to me about area canvassing. Do you do that? Or what do you mean by that? I think of shopping malls, that's my bias.

Subject: A lot of times, hey when I'm out with -- I'm in uniform. Kid comes up to me, wants to talk about the Army, that's area canvassing.

Interviewer: Do you ever go up to them? Not necessarily when you're shopping but --?

Subject: Well, yeah, in the supermarket when I shop, after I leave work, I go to the supermarket and area canvass, do one in each, every time I have to go to the supermarket, I talk to all the bag boys and the stock boys, you know.

Interviewer: How do you talk to them? What do you talk to them about? What's your approach? I'll tell you why I'm interested. A lot of recruiters are scared to do that.

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Subject: You just go up to them and just say hey, aren't you getting tired of stocking groceries, man, you plan on doing this all your life? Ask them where something's at, then start a conversation before I leave. And of course I don't leave for another fifteen, twenty minutes because I'm getting my sales appeal in.

Interviewer: Any other form of area canvassing in this area?

Subject: That's all I do because there's really no hang outs for kids around here. Except for the malls. I don't go to the mall that often, not in my area.

Interviewer: In terms of prospecting, where are you putting your odds?

Subject: As far as prospecting goes, most of it, you know, ninety percent of it -- referrals.

Interviewer: How much is coming from referrals now?

Subject: I'd say last summer every one I put in, every contract I had except maybe three, were referrals.

Interviewer: Anything else on prospecting?

Subject: Just hit that telephone, don't be afraid of it.

Interviewer: I can't imagine someone being afraid of the telephone. What do they do?

Subject: Well I think it's fear of rejection. Don't worry about it, you got thirty, forty more people to call.

Interviewer: Well you've never had it so you don't know what it's like to be worried about it.

Subject: I don't worry about rejection. It's just part of the job. You can't worry about that, man. The Army's -- find out who it's for and use it. Go for it. It just pisses me off when another service gets a guy that I'm talking to.

Interviewer: How do you find that out?

Subject: I see a guy join the Air Force instead and I get pissed. Then I feel that I didn't do an effective sales job on him. If I felt that I did an effective sales job -- get interested in what the kid is doing -- because it was too tough, basic.

Interviewer: Handling objections. What does an objection mean to you?

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Subject: Just a stopping point where a guy might not want to go in the service because he's got a fear of something or he's not quite sure of something. Somebody's not answering something, that's, it's a, he might want to go but then he, or he doesn't want to go because he has a certain fear. That's what it means, it's mostly fear. And if you overcome that fear, then you're going to get him. But if he keeps coming up with more objections, he doesn't want to go in the service then. So you tell him -- you say, well good luck to you. When you grow up a little bit more, come in and see me.

Interviewer: How do you know what you have to say to overcome the objections?

Subject: Just handle the question.

Interviewer: Give me a concrete instance.

Subject: Well, see, I don't get too many objections. One of them was a seventeen year old, needed a parent's signature and Mom wasn't going to sign for nothing. In fact it became a battle between Mom and Dad. Dad wanted to go and Mom didn't. I say, why don't you want him to go? She says I don't know if he'll get the proper religious training while he's in there. That was her objection. Shit, I overcame that easy. Plenty of church organizations in the Army, he can go to church Wednesday, Sunday, Sunday school or whatever he wants to do. But that's his, that's his decision, not yours.

Interviewer: When you say you don't get a lot of objections, what do you get?

Subject: I don't get many.

Interviewer: Well they must give you something. I mean, kids don't, you're not going to talk to them, I mean, even you aren't that magic that you can just look at a kid and he says, okay, I'm ready to join. They must have some doubts or something.

Subject: The basic, probably the objection's basic training. Basic training is probably the biggest. That's so easy to overcome, you just tell them what the truth is about basic and then what I do, is I appeal to his manhood. You know, I attack it a little bit and say, I mean, listen, guy, I got girls that can go through basic training and they made it. And I say, you want to know what it's really like? And I pull out these letters I have from people and he reads every one of them. I make sure he does.

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Interviewer: Yesterday at the school I saw you talking to those kids. And I saw you in the interview. All those kids had objections. So I think what I'm calling an objection is not what you're calling an objection. What do you call -- when the kid wasn't sure?

Subject: I just call that confusion.

Interviewer: Okay. So how do you deal with their confusion?

Subject: Find out the facts. Well, what I do is I found out what it is that they're confused about. Or, you know, yeah, you could technically call it an objection but I don't consider it that. Because objection is when the guy is adamant about something and he refuses to go because he has that big fear. I think objection is more fear than anything else. It's not objections, it's fears.

Basic, how am I going to support my family while I'm in there? Those are, those are easy to overcome. And if you overcome those and that guy still is not ready to commit, then he's got something else there and you have to dig it further. But if you find out it's the same thing, he's just not ready.

Interviewer: I think I think that objections have been made into this big thing and you know, most recruiters think of it as a brick wall to hear any sort of response from the kid that's not, I want the Army. And they say, my God, I'm up against this brick wall. What do I do? And they panic.

Subject: Yeah, recruiters do that but it's not because, most if you'll look at what the kid's asking, what they consider objections is that, it's a point in the sales, when he's conducting the sales interview that he didn't cover clearly. I don't ask, you know, your objection, I guess. What are you confused on? That's what I ask. Then I, you know, then I say, you got any questions? If he comes up with questions then you cover his questions. And if you do it thoroughly enough there's no objections.

Interviewer: So an objection for you is more of the extreme, I ain't going to do it and nothing you can probably tell me. I mean, it's just that clear.

Subject: An objection to me is when he objects to the military all together. And he's just not ready to go, you know, he's just not ready. That's an

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objection, right. Objections. Those are easy to overcome.

Interviewer: Okay, and they're easy because, what?

Subject: Because number one, obviously at some point the sale's going to be not covering all the way, right? And he's got a question on it which recruiters would call objections because I didn't cover it clearly. And it's easy to go back over that thing that you missed, explain it in detail. Say, you know, young man, say, now do you have any further things that you're confused about?

Interviewer: So if you're saying that it's pretty obvious from what he says, what you need to cover in order to respond to it?

Subject: Uh-huh.

Interviewer: Is that generally true? Pretty much what you've got to clear up, so they're not, like, playing games with you?

Subject: Yeah, because if he's playing games with me, I'll say goodbye. See me when you grow up.

Interviewer: Well you can do, you've got the training to figure that out. Some recruiters get confused. They hear something and they think the kid's either playing a game or they think it's vague. The kid says, I don't know if I want adventure. And they get confused about whether to go on or go with adventure and they just take off from there.

Subject: Well sometimes I conduct an interview, I do it pretty fast. And he, you see that confused look on his face. And I say, well I know I'm confusing you. Let me go back to this in detail. You know. Let me explain this in further detail to you. And I get out a piece of paper and pencil and stuff, writing it down, you know. Figures, facts and all that.

Interviewer: You've actually done that?

Subject: Yeah I have. Especially with married people because they like to see what they're ultimate income's going to be. You show it to them.

Interviewer: Can you think of an example there?

Subject: Not every, every married couple that has ever come in, I've done that for. Every one. Because I want to show them, I say, how much you making now? I

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want, after taxes, what do you make. Not before taxes. Then they'll tell me and I'll show them what he's going to make. Okay. His only big expense is the base.

Interviewer: I like that, confusions.

Subject: I don't think it's objection. It is confused, he is. He's confused, you know. Now objection to me is a, I'll never join the Army because it sucks. You know.

Interviewer: An objection is something that is, like, stated in an absolute way.

Subject: An absolute's an absolute. And then that's where the challenge comes in. I want to join the Air Force. Why? Because I want it easy. Then I'll start playing on his manhood. I'll overcome that objection real quick.

Interviewer: Okay. You challenge them?

Subject: Yeah. Well those kids yesterday, like you said, you know, you thought they were objections. I didn't. I just thought they were trying to make themselves look good in front of their friends and I wasn't going to bite the bullet on that. I wasn't going to bite no bate. I was just going to keep on saying what I had to say.

Interviewer: Closings. ARC puts a lot of effort in talking about trial close, and other kinds of close. What are your feelings on how you decide when to close and your style?

Subject: I close when all questions are answered, his confusions are no longer confused.

Interviewer: How do you know that? How do you know you've answered the questions?

Subject: Well, because I say, you got anymore? Things that you're confused about or any questions. And he says, no. I says, well are you sure? He says, yes. And I says, well I'll tell you what. This is my home phone number. I says, you think of anything on the way home or even at home, you give me a call. That way I know I'm insuring that this kid's going to go. One kid called me eleven o'clock at night. Let me ask you about this one more time. I said, okay.

Interviewer: When you close, what do you say? You just say, you ready to join?

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Subject: I already know that before, I don't even ask that because I know it.

Interviewer: So what do you say?

Subject: I says, when you ready to go? When you ready to go up for your physical, enlist in that Army. I don't ask him if he's ready to join. I just say, I tell him. Or actually I tell him.

Interviewer: So you just sort of assume that he's already agreed to go.

Subject: Yeah, I just assume a lot of things.

Interviewer: Well, what else do you assume? Assumptions save time.

Subject: Well, number one, a lot of assumptions are based on I assumed what he wants. And usually my assumptions are correct. By asking the questions, you're assuming this guy wants college money. I mean that might be another underlying reason, but nine times out of ten your assumptions are right anyway.

Interviewer: Well, if they weren't actually they'd come back to you. If a kid felt he got screwed or something, if he felt he was rushed into it.

Subject: One kid, well after you left yesterday, one my guys I put in the Army came back. And the first thing he says, I wanted to kill you the first two weeks. I told you. I told you you'd want to kill me the first two weeks, didn't I? I said, that's the toughest wasn't it. He says, yeah. I says, after that it got easy didn't it? Yeah. Sometimes I hear, no, okay. But then -- oh yes, you can take a lot of chances. That's true. Oh, you know, when you close out at the beginning of the month you get a whole month to work on for next month. You take a lot of chances. You say things you wouldn't say before to a guy. I mean, he gives you a hard time, you just get hard core on them once in a while and just tell them, this is the way it is, I mean, if you don't like it, there's the door. You know, and a lot of cases, a lot of other times you just might have kissed his ass. And I don't like to do that. I like to take a chance. I like to work the guys that are ready to go. The other guys, I say, I don't have time to play. I'll be back in a month or two.

Interviewer: Professionals play the better odds.

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Subject: Odds. We win the battle, we lose a few battles but the ultimate war is won. You figure you won the war when you leave here with three sapphires and a gold badge.

Interviewer: That's when you know you've won the war.

Subject: And you're taking the world if you get the ring.

Interviewer: Think you'll do it?

Subject: Yeah, if I don't lose my perspective. You got a tendency to really get burned, burned out bad, I mean for three years and you worked that hard to put that many people in. I'm running through a cycle right now where I'm on a burn cycle right now. I just, I'm not ready to, you know, to really put forth a big effort. Now I can put it in, but, like this summer -- I'll put in a humungous effort and I figure anything that I over produce this summer, it will be, like if I just over produce one or two guys, I'll think that was the superest month of the year because summertime it's hard to recruit. But you really got to put it in so you gotta be ready for it.

Interviewer: Does that mean longer hours, or something else?

Subject: Better time management.

Interviewer: Paperwork?

Subject: Uh-huh. I mean, when I talk time management I don't mean paperwork, I mean getting out there and hussling people and making phone calls.

Interviewer: Time management meaning what? Figuring out better times to call them, that kind of thing? Anything else?

Subject: Well, summertime you can definitely get a lot more areas, you know, during lunch time or where kids like to hang out. There's another place I like to hit. It's called the _____, where they all go out and hang out. They got vines they can swing on, drink the beer. So you always know where to find the kid hanging around. Just go on down there. He's there. You need to time the chase.

Interviewer: Okay. Good. How do you time manage better? Is it just, we've talked about deciding on places and times. Is there anything in terms of scheduling on a piece of paper?

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Subject: Yeah, I have my planning guide and I plan things out, what I'd like to do that week, you know, go to schools.

Interviewer: Is that part of it for you?

Subject: Yeah. You know, appointments, when I have appointments with somebody, I'll check to see if I have time that week.

Interviewer: So some sort of planning guide is important?

Subject: Oh, yeah. There has to be.

Interviewer: Guidance counselors. What kind of relationship do you have with guidance counselors, or how do you work them?

Subject: Sometimes a guy might want to QNE up there. The guidance counselor's there to help me out. Sometimes I might miss something. He's there to help me out. I got -- Sergeant _____, first sergeant he was -- I keep good rapport with them guys. Well everyone I've had here has been super. Yeah. I know every one of them personally. Talk to them a lot, at least once, twice a week. Find out, you know, what's changed with the college fund, what's changed for bonuses. Call up and ask them if this job is available for this guy with this score and they'll say yes or no. I like the guys, they do me well and I think any recruiter that doesn't know his guidance counselor is full of --

Interviewer: Do you think they have something to learn about sales training?

Subject: Who, guidance counselors? Every one of them's been out here before. He knows what's going on. Some are weak, yeah, -- I tell my kids this. I said, listen, this is the guidance counselor's job, this is what he's got to do. Now, I said, now, if he offers you something that is not available that you want, then hey, go and look for something else. However, if he just offers you something to fill something, I said, you tell him to get screwed. That's just the way it is. Come back. And I'll bring you back and we'll go up another day. You know, a lot of times I'm there with them so the guidance counselors, they like me to be there. I'll run off the extra copies they need to make, the documents and stuff like that, you know. Hey, you know I've got an ulterior motive. I'll sit there and give the guy a breakfast, you know, bring him a breakfast, if they don't ask for, say, hey,

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here's breakfast. There's an ulterior motive. Every one of them they work, you know, if they ask the guys what they want, they try to find it. If it's not there, they go to something else related. They try. Everything that I've ever had, they try. So, I have no complaints.

Interviewer: How else do you prepare the kids for guidance counselors?

Subject: That's it. That's it.

Interviewer: Okay. Incentives and motivation for recruiters. My last topic. The last one.

Subject: Well, recruiters get, he's going to have to want to motivate himself, that's it. If he doesn't want to do that, he's not going to. I've done, I've done things where I've, you know, this one kid, he wants to beat me so bad he can taste it. A new guy, a new recruiter? You know, because I keep flashing my -- man, what you doing with this one star here? You know, the basic recruiting badge is one little star? That's a lone star, Texas, so I motivate him. He's got a gold badge right now. You just got to motivate, but if the kid, if a guy does not want to be here recruiting and he's going to do the lousiest job and he's determined to do it, there's nothing's going to change.

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Interviewer: What do you want in a job?

Subject: I want satisfaction in my job. Satisfaction as well as a challenge.

Interviewer: And, what will having that do for you?

Subject: That will in itself probably instill in me the ability to always try to do something good, you know, to feel good about my job, feel good about what I'm doing. That will help me grow.

Interviewer: What's challenge, what's important about that?

Subject: What's important about helping myself grow. Well I tell you, it makes you more knowledgeable about a particular job, which gives you more confidence, which enables you to react to the job a lot smoother than a person who is non-confident.

Interviewer: How do you know you've done a good job?

Subject: In a nutshell, I know I've done a good job when I've been told so by my critics. You know, it's about like a piece of art, right? You don't say this is a beautiful piece of art, you wait for someone else to come along and tell you it's a beautiful piece of art, that's when you know you've done a good job. And a lot of times in this particular job, people will come back and tell me, say, hey, you know I really appreciate what you've done for me. You know, without you, you understand I wouldn't have been in the position I'm in right now.

Interviewer: How else do you know you've done a good job?

Subject: Now basically on the lines of percentages, I would say accomplishing your mission, that there's a normal lead line that let's you know whether or not you are successful and done a good job.

Interviewer: Okay, for you, what's important about working?

Subject: For me, what's important about working. The important thing about working to me is that you're contributing something to the Army. Now I'm thinking along the lines of, all right, you're contributing something important, you're in a vital role, you're in a vital position. If you don't provide strength of enlistment in the United States Army, who's going to do it? It takes a very unique person to put people in the Army. I mean the quality should be in the United States Army.

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Interviewer: What else is important for you about working?

Subject: The idea of providing support for my family, providing security. That's very important.

Interviewer: So you said security for your family. What was the first thing you want?

Subject: That's important about work?

Interviewer: Yeah.

Subject: The important thing about work is that I do a good job, right, in putting people in the Army.

Interviewer: Do you ever know you're doing a good job, or do you ever know you've done a good job before you've finished it?

Subject: Now that's kind of hard to tell. But whenever you apply yourself, you have a standard approach, and you hit all the areas of the approach to try to put somebody in the United States Army, sure you have a good feeling if you've done a good job. You can really tell, it's old gut feeling. You know, sometimes you can be sitting in an interview and you get ready to say something and you sort of get balled up on the inside before you say it. You know it's not a sympathetic type ball, but what it is, is it's a fear, right? And that right there tells me that I'm not sure what I'm doing. But if I can go through an interview and, and really apply myself and I don't get that feeling of remorselessness of not doing a good job, then I'm not satisfied.

Interviewer: Why did you choose your present job?

Subject: Because I wanted a challenge?

Interviewer: Did you choose it?

Subject: Oh, yes, I volunteered for this job. Well, in 1961 I was working as a _____. And that job really didn't offer a great deal as far as challenges were concerned. I could go out and repair any given piece of my equipment any time and I was called on to do that. But after several months, there was no, no more challenge there because it was already just -- trouble shoot this, trouble shoot that, you don't really learn anything. So, they had a vacancy come open for a, an assistant to the career counselor proto-type and I went in and I asked for that particular job. Okay. I selected it. And I worked as an assistant for probably about four months up until the time that he left. And when he

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left, I took over the job of _____ E5 with 840 people in it, one that had been failing miserably in re-enlistments. They were running anywhere in the quarter from 60 percent re-enlistment rate at the time, and I took that battalion and over the course of months, we turned it around from quarter to sixty to one-twenty to one-fifty to two-twenty percent, consecutively for about twelve, thirteen months.

Interviewer: What did you do? What was the magic?

Subject: What was the magic? The magic was establishing rapport and setting an example. I didn't sit around in the battalion shop talking with the sergeant major about this and that. When it came time for physical training I went out there with the troops. You know, those were the people that were going to re-enlist. When it came time to talk to a guy on an interview, I didn't call him into my office. I would go down to the motor pool and I would crawl up under that truck with him. That establishing of rapport, see it's rapport-establishing in career counseling is just like it is in recruiting. The only thing the rapport's a little different. The credibility, that's why I harp on it so much, right, establishing of credibility with a person so they will believe in you. And if they believe in you, nine times out of ten, you can sell them your bill of goods.

Interviewer: What does rapport mean for you?

Subject: Rapport. Rapport's a communication. It's a flat-line communication that is mastered by few.

Interviewer: Does it mean that they like you?

Subject: Does it mean -- sure it does. It, it means that they're willing to communicate with you, all right. And how many ways of communication are there? Oral, visually, and symbolically. So, these are the basic three things that humans, human beings use to communicate with each other. And, why should we communicate if there's no feeling, something to be done. So I think establishment of rapport and accomplishment of that credibility is one of the primary sources in getting people to enlist or re-enlist.

Interviewer: Tell me about one of your favorite working experiences, a one-time event.

Subject: In recruiting or in the United States Army?

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Interviewer: I'll leave it open.

Subject: Open.

Interviewer: One of your favorite working experiences, a one-time event.

Subject: Well, since we're into recruiting, I guess I'll try to relate it to recruiting. I would probably say giving a talk at one of the high schools one time that was very, very anti-military and being able through that talk at the high school to sway the entire faculty's attention toward the military and restore their respect of the United States Army within that, that high school. And that was in 2\$ where there are very few, few and far between black students. You know, a very hard task for me to do in that particular county. But, it gave me a personal satisfaction to be welcomed there from then on with open arms.

Interviewer: What did you like about it?

Subject: What did I like about it? I liked the opportunity to be able to, to go in to a challenge, a real challenge, right, and have a feeling of accomplishment when I finished. Their idea about the United States Army was mesmerizing, it really was and they really didn't want any military people in their school because as far as they were concerned, the military were a bunch of dirt balls. And I had to dispute them and I had to re-establish the rapport, redirect their attention to why they had the opportunity to continue their education, that we were providing them the opportunity to do that. And, you know, it's about like having to go from a foundation to the top of the steeple. After that was done, then there was a change there.

Interviewer: What, how did you know when the change occurred?

Subject: How did I know?

Interviewer: Yeah, what did you notice that let you know there was a change?

Subject: When I turned away and walked away from the podium and I got a standing ovation.

Interviewer: Okay, tell me about another favorite working experience, a one-time event. Any time in the Army. A favorite working experience.

Subject: I really can't put a cap on, you know, just favorite working experiences, you know. The

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military life is, is kind of static. Now, if you want to start throwing awards and stuff like that, then I would probably say when I was elected to be Recruiter of the Year in this brigade. Right, and I went on to compete at USAREC level. That was the most rewarding, rewarding point in my military career.

Interviewer: Tell me about that.

Subject: When I competed here at the battalion level, I competed against some gentlemen who I, NCOs that I thought were very professional. They were very competent NCOs and they were the kind of NCOs that I would set my pattern by if I were a private or a specialist or whatever. But when I won against those guys, I knew then that, you know, I had a personal good feeling about the accomplishment that I made because I looked at them and I thought, hey, you know, these are top-notch guys here, right? If I were to be like somebody, these are the ones that I would be like. And when I was, when I went to brigade to compete in their competition, I saw even more professional NCOs, I mean, NCOs with good character, you know, who are very competent, diligent, aggressive, motivated, you know. They were crisp and clean cut, and I saw that I had my job cut out for me. And when I went before the board itself, and I presented myself professionally and when I answered his questions directly, I may have missed one question, I may not have missed any. I don't know, I never did ask. But anyway, when I walked out of there, I knew who they were voting for.

Interviewer: How did you know?

Subject: How did I know? I just had the feeling that there was nobody else there that was better than I was.

Interviewer: Did you know that before the end of the interview?

Subject: Did I know that? About midway through the interview with the board I think I determined that.

Interviewer: How did you determine that?

Subject: By the way that they were attentive to what I had to say. By the way that I answered the questions, you know.

Interviewer: What did you notice in their reactions that let you know?

Subject: I began to answer things verbatim, you know, from

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the regulations. Like, they ask me, say, what is leadership. I told them leadership is -- you know, these things I have. I didn't have to go to a study guide to learn this.

You see when they would take and lay their pencils down, they would sit up closer to the table, right? And, and it seemed to me like at that time, you know, that you, you had eye contact irregardless of who asked you the question with everybody on that board. Because I don't think they were, they were expecting that. And when I went to compete at USAREC, I think I, I could have won that. But there was a couple reasons I didn't want to win.

Interviewer: Like what?

Subject: One reason, I was going to have to move someplace. I mean you can't, you can't win at that level without having a whole bunch of offers, a whole bunch of demands, or, you know, things that I've mentioned. If you want to say that I probably threw it, I, I would say that I did not want to win and I did not put very much effort. But I knew, when I got there, that there was nobody there that could beat me. I knew that. This is a gentleman that won. Now, I know for a fact that this gentleman right here in no way could beat me at doing anything. And nobody else would. But I did not win.

Interviewer: What is a good way for you to increase the chances for your success?

Subject: To be more disciplined. In this job discipline includes things like managing time effectively, training subordinates, and being very aggressive.

Interviewer: Anything else?

Subject: Those are basically the prime things that I would think would make a person successful in this job.

Interviewer: What is a good way for someone else to increase the chances for their success?

Subject: Same way. Same way. Recruiting is different. A lot of people -- stop here to do detail work, but they don't realize that this job, right, is part of their own career and they don't take it real seriously. You can take an -- and you can tell him what you want him to do and he'll do a job for you. I haven't run into one yet who did not. Okay. But out of the other career management fields, there's a lot of --. I'm not saying that we should drain

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the combat arms career management field to be a recruiter, but better people come from, they're much more disciplined.

Interviewer: Good. What is the relationship between what you're doing this year in the job and what you did last year?

Subject: I've become a lot more knowledgeable due to the experience I've, well, due to things I've been exposed to. I've developed more experience. I feel that management here, at this level, right, is something I've learned, to deal with personal problems with recruiters, like to just deal with motivation. And then, I've learned a lot along those lines in the course of the last year.

Interviewer: Any, any other relationship between what you're doing now and last year?

Subject: No, because I, I'm had this same job last year, same position.

Interviewer: Well, I mean, is it totally different?

Subject: There's a lot of things that are different. It's managed more, more effectively. There's a lot of things that I have to attend to to get where I am right now.

Interviewer: Like what?

Subject: Administration. I didn't really have a standard system for doing things, right. The regulations were out of date, right. The filing system was very, very poorly managed. We didn't have a real record system for a lot of things, materials that we need. We didn't really have a good looking, or a good appearance as far as the station was concerned. Since I've been here we've gotten the station painted, we got new furniture, we got new desks, right. We've got dividers. All these things.

Interviewer: If you had to pick a number between zero and ten, zero being, there's actually been no change from between last year in the job and now in terms of what you're doing, and ten is, it's a totally different job even if it's the same, same position everything is totally different, what would you pick a number of?

Subject: I would have to say it would probably be about eight and a-half because a lot of things I've done different.

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Interviewer: Differently from how you started or differently from when you came in.

Subject: Differently from how I started.

Interviewer: Okay.

Subject: Because when I was running the two three-man stations in 3\$, you know, when you have set -- there's not a whole bunch that you need to do as far as training is concerned, as far as managing goes, personnel are concerned. You know, I didn't have to spend a whole bunch of time, but here, I have less time, you know. I have NCO to worry about, a lot of moaning, wives leave, you know, there's a lot of things that you have to do.

Interviewer: Tell me about a work project that gave you trouble, real trouble.

Subject: A work project? Systemizing, developing --

Interviewer: That gave you real trouble.

Subject: It wasn't trouble to the fact of not, my not being able to perceive what needed to be done. It was trouble due to the fact that there wasn't enough hours in the day to to manage it respectably.

Interviewer: How did it give you trouble?

Subject: How did it give me trouble? For the sole reason because when you have a whole bunch of new recruiters fresh out of school, right, they don't know anything about recruiting. You're staring down, I was faced with one of the largest missions in this battalion, the most untrained recruiters in the battalion, all right, all this seemed to cause a problem because my recruiters were angry. I recall one time, I was about to tell them to take it and shove it, but see my professionalism wouldn't allow me to do that. Everybody had been quibbling as to where the problem was. But you never got that much assistance. If you want to come out and tell me I got a problem, you're going to tell me how I can correct it. And I wasn't doing that. I resolved it, that's it.

Interviewer: Sounds like it was totally in control. I don't see what the trouble was?

Subject: It's not like being on the assembly line when you know you have to punch a hole in a chain. You got, you have a great number of things -- high school

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programs, you have planning guides, you have high school talks, right, you have the common things like, you know, all these things seem to compile at one time. And that was a problem in itself, trying to get untangled to where you could put a program into effect and manage it. PMS, Production Management System, one of the newly implemented devices for USAREC to manage their personnel and their production. Most of the recruiters didn't understand what PMS was all about until about the seventh or eighth month into the system, and then the demands and everything, or those requirements are so high, that it actually didn't motivate the troops to do it. It was out of line, unrealistic data. If you knew you had to make seventeen appointments, right, to get one contract, there's no way that you're going to make seventeen appointments in one week, right, and conduct 75 percent of those appointments. It's impossible. These guys know it's impossible. Who the hell were the other people fooling? I said give them a realistic objective, like one that's capable of being obtained. Let them go from there. Those ones that can't do it, forget about it, give them additional training. If they don't respond to that training, what do we do then?

Interviewer: How do you know that someone else is good at their job?

Subject: Oh, yeah, you can look in the eyes and tell it, most recruiters.

Interviewer: If a new guy came in right now, you could just tell?

Subject: No, you can't really tell with a new person. You have to watch him.

Interviewer: What specifically do you watch for?

Subject: The actions, the way that they carry themselves, the amount of appointments they are making, the amount of professionalism that they display as far as going on and conducting those appointments, right, how they talk about the Army, how they perceive the Army. If a person doesn't like recruiting, you know what? They'll tell you. Do you know, Sarge, I don't want to do this. Do you know how many times I've heard that?

Interviewer: Does that mean that they're not going to be good recruiters?

Subject: Nine times out of ten.

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Interviewer: Any, any other way you can tell?

Subject: Let me think about that.

That reason is probably because he does not know how to do his job, he does not want to do this job, so therefore, he's going to be unsuccessful.

Interviewer: Now you mentioned that you can look into their eyes and tell, what do you notice?

Subject: What do you notice when you look at a person? You notice that center line of motivation. You can look at a person and tell whether or not they are enjoying themselves at doing something.

Interviewer: Is it, how they hold themselves, or what are we talking about here?

Subject: We're talking about a whole personal concept. I can tell whether or not you like your job. Just like I could tell that Mr. _____ wasn't satisfied with his job this morning, through a brief conversation, things that you say and things that you do gives you a general idea.

Interviewer: You mentioned that you watch them, you watch, if we walked out there to a whole new station in another part of the country, I'm sure that in ten minutes you can tell me whether a guy would probably be a good recruiter or not. What would they be demonstrating that would let you know?

Subject: First of all, you would have to have that level of communication.

Interviewer: Let's say you were just watching him do an interview itself. Could you tell during that interview whether they were good or not?

Subject: Yes.

Interviewer: What would they be doing that would let you know they were good during an interview?

Subject: Right now we get a rapport established.

Interviewer: How would you know they had good rapport established?

Subject: By the exchange of information between the recruiter and the applicant.

Interviewer: Is that just a lot of talking?

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Subject: Yeah. A lot of questions, a lot of answers.

Interviewer: Anything else?

Subject: Facial expression.

Interviewer: How often would a recruiter have to demonstrate his ability to do that before you're convinced he's a good recruiter?

Subject: Over and over. That's what it takes. This is a job that you can't change your attitude and be effective.

Interviewer: Good. What would you want to see in a multi-man station course?

Subject: What would I want to see? I'd want to see a system that's set up to show that station commander how to effectively manage seven or eight people. Put it in -- let's go through it realistically step by step, the interfaces and what you should check during the course of the interface.

Interviewer: Give me some concrete things that you have obviously learned that you would like to see them have taught to you before you got into this position.

Subject: Problem solving.

Interviewer: Concrete. Give me an example of what you learned that would have been nice if they had prepared you for. Concrete, concrete example of what happened. Then I'll know what you're talking about. Problem solving. I don't know.

Subject: The question was kind of vague to me, what would I like to see? What do you mean?

Interviewer: I was just picking up that, I'm trying to figure out what they would teach that would aid people in a large multi-man station.

Subject: Counseling.

Interviewer: I guess, when you say counseling, you mean skills of counseling?

Subject: Yeah. Effective skills of counseling, like sitting down and actually counseling a soldier about a specific task.

Interviewer: Make sure where I'm at. Can you give me a specific

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example of some place where you'd use the counseling skill, that would have been nice if they had taught you that particular skill?

Subject: Okay, I have an E7. He's having some finance problems. Okay, one of the main things that I would use, where I've learned from counseling, since I've been here, you know, when I had an NCO who had a very, very bad management problem when it came down to money. Okay, I didn't want to see him destroyed. Okay, how do I effectively counsel this young man? This old man, rather. So, I got out the book, I got out his accounts and statement and I began talking to him about it. Okay. And after I would tell him about it I would follow up on it, okay. And after I would follow up on it, then I would take it on up to lieutenant command, and let them be aware of the problem. Okay, he had a new 1984 Corvette Stingray, a nine thousand dollar bass boat, okay, and a house payment of four hundred fifteen dollars a month and he was writing checks all over in my, my recruiting area. And I had creditors calling me, you know, wanting their money right away. That's bad reflection on the Army. You know, had I been more addressed on counseling I probably could have saved him, right, rather than having to oust him because they have programs set up and designed to counsel people, set up budgeting and so forth, right. To make transitions, financial transitions a lot of easier and smoother going.

Interviewer: That's an example where you could have used it, but, as you've said before, it's okay if people give you problems, it's nice if they give you solutions too. Do you have a sense of some kind of skill would have been nice to be taught that would have helped that process?

Subject: Well the only thing I could apply then was the things that I knew. As far as sitting him down, and breaking down his budget by finding out where the bulk of his money is going, finding out how much money he spends on curricular activities, sort of limiting there, cutting back on those, you know. Stuff like that. Taking away all those things that were desired, desired items, and just applying --

Interviewer: Sounds pretty good.

Subject: I know one thing they don't teach you how to do. They don't teach you how to deal with a wife on the telephone whose husband has been working 8, 10, 12 hours a day for the past six days, right? How do you deal with an irate wife? Well, I was on the,

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you know, how to basically deal with an irate wife. And, how do you do that effectively, like, you know, they don't give you any, any little guide sources of how you pick up the telephone, you know, schedule an appointment for her to come in, sit down and tell her how important her husband's job is, right. Find out what the real problem is, okay. Try to, to resolve that particular problem. That's needed. You know that's needed for the motivation of the soldier. Now I've saved three wives from leaving here, one just come back, come back only last week. Left her husband with three kids, no babysitter. And she was having to pay the bills, so where did that leave me? It's just no good. And those things they need to specifically address especially when you're dealing with motivation of a soldier. If a soldier ain't motivated, he ain't going to do nothing, zero. The performance is going to be nill. And some other things that I would like to see. Is effective time management, going to a little deeper in detail how to effectively manage seven recruiters and their schedules on a daily basis. All right, and how to monitor to them which will allow them to be more successful. They don't teach you about that.

Interviewer: If you gave a talk to the ARC and you only had two hours to do it and you were going to tell those guys what they need to be to be successful, what do you think you'd tell them?

Subject: Believe it or not I had the opportunity to do that, but I didn't have two hours to do it in. I went up to take my daily records, and one of my old friends works there, well, I have two friends that work at the recruiting course and I went by to see him. And one asked me to come in and to address the group. So, I went in and I spoke with them and I introduced myself and I told them, I asked them all, did they have the desire to be successful. And I told them this was the way to do it. First of all you must have, you must have the attitude that, and the motivation, you know, to be a successful recruiter.

Interviewer: Is that all the same thing?

Subject: Yes, attitude.

Interviewer: Is attitude, drive and motivation all the same thing?

Subject: Well basically, yeah.

Interviewer: Anything else?

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Subject: And, I told them you must be a very best recruiter, but always being careful to always be military, right, because you are representing the United States Army. You are their link from civilianship to militaryship, okay. And I told them don't ever compromise their integrity, when they'll build opportunity to learn more about recruiting, go for it. The telephone techniques, you must always be polished on them, the interview techniques, you must always be polished on them. I told them no two interviews are the same. And you have to be able to adjust your attitude based on the attitudes of those people who you're dealing with, some you can talk to a little bit more rigidly than others, then there are others who you have to be very tedious with. You have to be able to develop that particular gut feeling when you're interviewing. Those few things right there are basically the ingredients that I think it would take to be a successful recruiter.

Interviewer: Let me just recap. Attitude, being aggressive, military, and adjusting your style.

Subject: Uh-huh, being able to adjust that style.

Interviewer: Anything else? I mean, if you were back there today.

Subject: Well, product knowledge is, you know, I would just consider that basic, everybody knows that you got to have that product knowledge, right.

Interviewer: What does it mean to be military?

Subject: To be military.

Interviewer: Yeah, I'm a civilian.

Subject: To always present a good, you know, to appear, to be disciplined. We're not just talking about looking good, pretty, right, we're talking about a person that doesn't down-talk or down-grade the military. We're talking about a person that's able to lay the military out in such a way that somebody else wouldn't mind being a part of it. That takes a certain military discipline to do that.

Interviewer: Discipline in what sense, because it's not my conception of discipline standing, standing the right way and looking the right way.

Subject: Yeah, I would, I would say it's closely related, not necessarily the same thing. But to be

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military is to present a military appearance, have a military attitude, okay.

Interviewer: Well, you mentioned before, attitude, drive and motivation. What's that all about? What's the attitude?

Subject: A good attitude. It's a sound attitude, the attitude of wanting to put somebody in the Army, of wanting to tell them about the United States Army and the career things that it's got.

Interviewer: What's another word for attitude?

Subject: It's a simple state, right. You know, if you could have a happy attitude, and have a bad attitude, right. You can have a charismatic attitude, okay, you can have an aggressive attitude, okay. These are the basic attitudes I want to do the job with.

Interviewer: I still don't know what I'd be saying to myself. If I was, look, when you have this attitude, you got it now?

Subject: Do I have it now? Yeah, I have it now.

Interviewer: Okay, what do you say to yourself that reflects that attitude? Understand I got a label on it, but what do you say to yourself inside your head, or see, I don't know. Maybe to think of for you that really sums up that attitude.

Subject: Doing a good job.

Interviewer: Is that confidence?

Subject: I know, you're trying to reach and draw something that you can't really paint a picture for. It's something that's innate.

Interviewer: It's a feeling?

Subject: It's a feeling in you like a drive or a desire.

Interviewer: Have you always had that feeling?

Subject: Sure.

Interviewer: Even before you're in the military?

Subject: That's right. Any time, if it was, if it was out you understand, on a basketball court, on a football field, you got it man, you know you got it regardless of whether you lose. That same thing is still there, the desire to win.

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Interviewer: Can you give me an example when you really express that attitude? Some incident, where like, you know, after that incident was over you said, boy, that, I told someone that story, they understood.

Subject: It's a very, very deep question that, you've really put me on the spot here. You want a specific situation, or do you just want a, me to generalize.

Interviewer: I always prefer a specific situation. But if it's easier to generalize first and then go specific, that's okay.

Subject: You know, when you, when you have a task to accomplish a certain mission, all right, and you know in your mind deep down there is desire for you to win, okay. There was a desire when I was in (town), as a recruiter, now, right, to take that station and do what had never been done with it before. And that was to place an accomplishment that met or exceeded every area of the objective that I was given over the course of that year. Okay. That was something planned way out that I knew I was going to have to work real hard to accomplish. And I had to have the drive an entire year from quarter to quarter, you know, to make that.

Interviewer: For you, is that part of the desire to win?

Subject: Yeah.

Interviewer: See, desire to win is doing just enough, for me, just enough to get by. You could have just made mission box and won, all right?

Subject: I could have made mission box and been competitive.

Interviewer: Okay.

Subject: But I didn't want to just do that.

Interviewer: So there's something more to desire to win for you than it is for me. What is it? Something about setting goals, or something in there about goals or challenges, just how would you put it?

Subject: To perform at your ultimate capacity, your ultimate capacity, right. That's what I wanted to do. I wanted to see how far I could go.

Interviewer: Okay, it's almost like setting standards?

Subject: Yeah. You set them and you break them.

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Interviewer: Okay, then you --

Subject: You establish them.

Interviewer: Okay. Anything else in that attitude? We got a lot out right now. Desire to win, setting standards, performing to your ultimate capacity, is there anything else?

Subject: I think, yeah, the respect you get from other people for doing it. I think, that, that plays a lot right there. Big part.

Interviewer: Is that what keeps you using that attitude?

Subject: Yes. Have you ever heard tell of a drum major instinct?

Interviewer: No.

Subject: That's the desire to be first. And, I don't know, but I feel better if I'm leading the parade than I do if I'm just a regular band member. See, because I can do lot with that band if I'm leading it. Where I would have to conform if I was in the ranks. So it's personal satisfaction that I get from being able to perform at that level. And the drum major instinct can be used in many ways in your job, my job or any job.

Interviewer: Good.

Subject: Everybody does that. But some people have it for the wrong reasons. Some people have it because they want to dominate rank. They want to use it to manipulate. I have it because I desire to be perfect.

Interviewer: At any price?

Subject: No, not at any price, but at my price.

Interviewer: What's your price?

Subject: The ultimate, the top dollar.

Interviewer: How do you know, because you're getting into an area of manipulation, right? A lot of recruiters are accused of manipulating high school kids. Not for any reason than that they talk to them, sell a presentation, I think, you know, just because of that. What's the difference between what you're doing and manipulation?

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Subject: What is the difference of what I am doing and manipulation? Well, when you're, when you're helping somebody else resolve a problem, or a need, I wouldn't consider that being a manipulator, right. I would consider that to be more of a helpful type of problem solver, okay. But when you look at manipulation, you're using the system to benefit you, and I don't use the system to benefit me. I use the system to help me help somebody else, okay, and I wouldn't consider that manipulation.

Interviewer: Do you have a word for that, that piece of the attitude, using the system to help somebody out? If you were going to give it one word, what would you call it?

Subject: No, I understand what you're saying. If you're not using the system to benefit you, you're using the system to benefit them. Right. In a simple term all that is, is a helpful attitude.

Interviewer: And, what's important about a helpful attitude? I would think that you could technically have the skill to sell someone without having a helpful attitude. What would happen if you did that?

Subject: You'd probably lose about -- of your sales, because most of the people who come here, they come with a need. Now, would I be right in saying that?

My car was stopping three times a week on the interstate. I said, I'll check it because it runs hot, right? You're stranded on the side of the road, okay. You go down to a service station, you tell him what the problem is. Yes, I understand what your problem is and I want to help so that you will not be stranded on the side of the road. I'm on the side of the road three days out of the week, okay. I want to put you a new thermostat in your car, that way you'll operate safely. Okay, is that helping you? That is helping you.

Technically you could be successful. However, it's the type of image that that recruiter portrays to an individual that's going to go out and generate another referral or another person's interest in the United States Army. That helpful attitude that he portrays to that individual will be passed on and spread among other people rather than just a, an enlistment without any type of feeling.

Interviewer: And what's the implication if that gets passed on, if people start saying he isn't helpful?

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Subject: The implication is that you are not a very good recruiter because you were not helpful enough to assist me with all of my private needs in order to join the United States Army. You didn't go that extra step. Really, everything is tailored, and you can go tailor, the tailored approach and put people in the United States Army, but you got to have that willingness to bring out everything that you have to offer to that individual, right, for him to go out and pass the word on. That's to keep a cycle.

Interviewer: What's so important about keeping a cycle?

Subject: Successfulness. If you want to continue to be successful, that cycle must continue.

Interviewer: What does the cycle do for you that keeps being successful?

Subject: It provides you with a systematic means.

Interviewer: Well, you're talking as if recruiting is a long-term sales cycle.

Subject: It is a long-term cycle. It is a long-term sales cycle. And what you go through and do with an applicant today, you better believe it will be out there in that community tomorrow.

Interviewer: Okay. So, in attitude we have, we need a desire to win, which means setting real high goals, and having a helpful attitude, a helpful attitude towards people. Is there anything else there?

Subject: Attitudes. Setting up objectives.

Interviewer: Okay, what kind of objectives?

Subject: Let's talk, let's talk a short term, let's talk daily, all right. When I say objectives, I mean, how many people am I going to contact today? I'm going to contact at least ten people today, okay, and tell them about the United States Army, and I will do that on a daily basis. Okay, and then you set out your monthly objectives, right. Okay, but this week I am going to enlist at least two people into the United States Army, the second week I am going to enlist one person into the United States Army, the third week I will enlist one female into the United States Army, all right. All these objectives, these are timed, right, they are not just goals. A goal is something that's thrown up against the wall, you understand, in hope, with no hope or no set standard to go for that particular

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achievement. Okay, I am going to stop smoking in 1986, okay. 1986 might be 31 December, all right, but if I set myself an objective, then twenty-five months, I'm going to quit smoking. I quit smoking in 25 months. Realistically, people get goals and objectives confused. And they need to set objectives along with those goals.

Interviewer: So an objective is?

Subject: Something with a time limit.

Interviewer: The desire to win means two things for me from what you've said. One thing it means is setting high standards. Is that the same thing as setting objectives?

Subject: Right. It's the very, very same thing.

Interviewer: Is there anything in the desire to win other than setting high standards, setting objectives?

Subject: The personal satisfaction you get from achievement.

Interviewer: Okay. You mentioned aggressive. Where does that come in?

Subject: What is basically aggressiveness? Aggressiveness, aggressiveness is a desire, you understand, to go out and do all these things, right. Surely set your objectives. Right, but you've got to be aggressive enough to go for the kill on every appointment that you conduct, right. You got to put in your mind, hey this guy has got to go. You treat every enlistment, or every interview as if it were your last. You got to be aggressive to achieve your mark, to achieve that objective. See, you set these objectives high, and if you're not aggressive, you're never going to get there.

Interviewer: Okay.

Subject: Unless you were going to settle, settle for the standard. And the standard is the norm and anybody can function at the norm.

Interviewer: Okay. So we have, desire to win which, it's sort of like setting the high objectives? Okay, we have being helpful is being aggressive, going for it, doing it -- not just thinking it, doing it. A lot of people think it and don't do it. And you have adjust style, adjust your style. What is that? What's important about adjusting your style?

Subject: The importance of adjusting your style is, I'm not

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saying take a whole new personality or anything like that, right, but I am saying if you are dealing with an applicant that you can be liberal with, and that's what he likes, to be liberal. If you are dealing with an applicant, or parents, you understand, who are pragmatic, being big pragmatic, gasoline and oil do not, I want to say, gasoline and water does not mix, okay. And with that particular concept, it's not anything that can be taught to, but you got to know when to make that adjustment.

Interviewer: How do you know when you have the right style?

Subject: By feelings, by exchange, by communicating, based on what those people say, how they sit up or how they respond to your questions, how you respond to their questions, right. Just an exchange that you draw personal feeling from of what type of feeling to interject, all right. And that feeling lets you know whether I should say, sit back, and be a very professional person, or I may be allowed to laugh and joke and be a little bit more liberal with these people. Can you teach a person to feel that?

Interviewer: But how do you know when you've got it? I mean, you get this feeling. What happens if you don't have that feeling? What do you do?

Subject: You'll get a feeling. Whether it's a good feeling or a bad feeling during that interview.

Interviewer: What happens if you get a bad feeling?

Subject: Then I, I am very, very, very pragmatic. A course-line interview, right, straight to the point, there's no room for deviation or fluctuation because they're not going to be perceptive to that. Like the gentleman that was here this morning. If he wouldn't have softened up, I would have had to be very coarse for the entire interview, because he wasn't going to accept anything else.

Interviewer: How does a new recruiter learn different styles? Or do they just come in knowing them?

Subject: They don't come in knowing them. Trial and error. They utilize what's going to work for them. They try. Don't think that every recruiter that you see is working basically from the sales book. A lot of that stuff in the sales book is not things that can be utilized. What does a picture of balloons look like to you. You know, they talk about the bright disk, I mean if I was going to talk about a bright disk I wouldn't use a whole bunch of dad-gum

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balloons to project that image, you know what I'm saying? I could go through and tear that entire sales book apart. You know, what's travel when we look at a grove, that's not telling him, that tells me something about geography when I see a grove. I want to say, portray something that actually have a big plane, you understand, a car rolling down the interstate. And the things that the recruiter portrays once he goes out into the community, there's a lot of things that he just instamatically picks up, and finds an opening to interject it and finds out, or waits on the feedback from that person. It's not in his training. It's experience.

Interviewer: Okay, one part of adjusting your style is trial and error to find what works. What else is necessary to develop your different styles and know how to adjust them?

Subject: I guess, I have to think about that a little bit longer to, because that is a very complex to put into explain.

Interviewer: Have you ever had a time when you were using a certain style and then you got that bad feeling and you changed tense to something else and got a good feeling?

Subject: Sure, there have been times when I have gone through an interview with a person and that person, would change in the middle of the stream on me, right. From a very warm-hearted, receptive person to a very cold-natured person, right. And, I had to adjust to that. How did I adjust? I adjusted right along with him. What did I know to adjust? It's when he made the move. That's a feeling.

Interviewer: Would you say you have, I understand you adjust your approach to people. That's adjusting your style. So we talked about setting objectives, through a desire to win. The desire to win leads you to set objectives.

Subject: Right.

Interviewer: Being helpful.

Subject: Right.

Interviewer: Being aggressive.

Subject: Right.

Interviewer: Adjusting your style.

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Subject: Right.

Interviewer: Anything else a recruiter needs to be aware of in order to be successful?

Subject: Now I had said earlier that, that product knowledge, knowing that job that I do, that's, that's a must.

Interviewer: Okay.

Subject: And a feeling of confidence, be positive.

Interviewer: A feeling of confidence, tell me a little about that. That's not part of desire to win?

Subject: No.

Interviewer: Okay.

Subject: You can have a desire to win and not be confident in what you're doing. Building your confidence comes from experience. And you cannot just arbitrarily be given experience the first day, I mean, that gives you one day of experience, but it doesn't give you all that experience that you will need to be a successful person. Building your confidence starts with the right attitude, a positive attitude, a I-can-do attitude, a I-will-accomplish attitude, okay. That develops confidence and all this applies to self-talk when you tell yourself, you know, A\$, I really have the ability to do this job and I want to do a job well. If you start interjecting these things on a daily basis, right, well whenever you have the time to do that, then you build yourself mentally and confidentially to do that job.

Interviewer: And what do you use that for?

Subject: What do you use that for? Positive attitude and motivation.

Interviewer: What's important, I don't have a focus because I've already got that desire to win, setting objectives.

Subject: What do we use that confidence for?

Interviewer: What's important about it, I mean, given all these other things, is this just a little minor thing that goes in there, or is that also critical to being excellent and successful?

Subject: People won't buy from you if you're skeptical

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about -- if you can't sit down and go through that interview, right, and have, have a level of confidence, then you're going to be skeptical. People are going to be skeptical of you. But if you have confidence and a certain certainty about your product, right and you know it's good for you, that individual's going to be more apt to buy from you than one who will not.

Interviewer: Okay, is that the same thing as the military attitude you mentioned?

Subject: Confidence. You can have an attitude to do, but not necessarily confidence. You got to have confidence. Don't you think that?

Interviewer: What do you call it for a person's approach to how they recruit? Do you have a word for that?

Subject: Gee, that's, that's a style. That is a style and styles differ. You know some recruiters have a non-personal style, all right. Other recruiters have a personal style. That's my style, all right. That's the one that I basically use.

Interviewer: Yeah but, is that different from adjusting your style within the interview?

Subject: Yeah, basically.

Interviewer: Can you really make a separation that is you in both places?

Subject: Yeah, what, let's see. To separate those two during the course of an interview, right, is there a point in time that you have to do that? But my preferred own style of recruiting is a personal-type relationship with an applicant or the development of that credibility and the establishment of the rapport, right, and then the laying on of the product. And if I have to readjust, right, to a different style of recruiting to be a hard-line approach, a hard-line sale, then that's what I'll do, right. But if I don't then I'll continue along with that personal-type relationship to that applicant. You have to know when to take control and be in the driver's seat, right. Those are two separate styles -- the hard style and the personal style. I don't know how else to define that.

Interviewer: Good. So we have, setting objectives, being helpful, aggressive, adjusting your style or trial and error, product knowledge, and building self-confidence.

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Subject: Right.

Interviewer: So, what is a recruiter?

Subject: A recruiter is somebody that has to be more than the average soldier. There's something more deeply embedded in here than just to accomplish his job. It's kind of unique in that most recruiters that we receive now just think that they are coming to a regular job. Right, that come with quality of life on their mind, brother. And I know for a fact that, you know, sure you can manage you time and all this, but still there are going to be times when you got to get out there and work a fourteen hour day. The job just calls for it. You know, if it's not bullshit, someone's will to let them know that, hey, there are going to be days when you might have fourteen hours, fifteen hours. And let them know that it takes more than the average soldier or NCO to be a recruiter, to be a successful recruiter.

Interviewer: They're never told, I mean, they're DA selected. People haven't been given a choice.

Subject: Yeah, I know they're DA selected, but what I'm saying in preparation to sending them to the field, right, they have to structure their expectations about recruiting properly.

When school gets out, all right, that afternoon after you compile the list of names and I always could get about five or ten every time I went to the high school, that I would call them that afternoon. Good afternoon, John, this is Sergeant _____, I talked with you the other day in school, and you made specific -- you were interested in finding out more information about training. Now what I would like to do is get an appointment for you sometime tomorrow. Would three-fifty or four-fifty be better for you? You know, give him the close, close the appointment up, fine. Got that locked up. Next day I'll call him about an hour before it's time for me to go out there. All right, John, I'm on my way. I'll be there in a few minutes. Grab my little trusty case, go on out there, knock on the door. Introduce myself to his parents if they are there and tell them the real reason that I'm there, right. This is so John can have some information about the United States Army and how he can benefit from joining the United States Army, all right. All the pre-qualification's got to be done, you know, over the telephone. All right, once I get

there, then I take my sales book, and I will go through that sales book and show him, step by step, all right, what the United States Army can do for him. Carefully, making sure that I uncover other needs and interests that he may have, right, and not just automotive, diesel, planes. After I will do that, then I will give him a summary on each one of those areas, right. And at whatever time that I can close, I will close. If I can close him on the benefit of him going away for the summer and being away from his mom and dad, hey, that's when I'm closing. I don't feel like it's necessary to take time for me to go through that course of that interview. And if I can close him at that level, or any level, I want to make sure that I do at least one closing during the course of that interview. When I sit down with him, John, wouldn't it be nice to be a member of the United States Army? If he nods his head, I say, well I'm going to make you a good member. I'll show you how you can become a good member of the United States Army, all right. And on through the course, if I'm talking about money, all right, John, wouldn't you like to have this lump of money in your pocket right now? I say, five to six hundred dollars really would come in handy, wouldn't it. And he said, yeah. All right, then at that time I'm getting the guy to possibly agree with what I'm saying, which makes the close, it's going to come a lot less easily, a lot easier rather. All right, it's very easy to close the sale. And that's about the way that an interview would go. Very easy.

Interviewer: We did more than the interview. We did all the prospecting and everything. Good. There must have been a time when you recruited somebody that it was a lot of fun, you really enjoyed it.

Subject: A really unique case was a case when I was working with this, this young man, and this guy was very smart. They owned about a two hundred forty-some-odd acre farm out there. Okay, when I made the initial contact of him, right, to him, over the telephone, he was very reluctant to talk with me. I mean, I couldn't get any conversation out of him, the conversation was totally dry, all right. All the guy would say is, um-hmm and okay, um-hmm and okay. So I found out what kind of tactic he was using. I found out he was not a very talkative person. But yet still he did give me a sign that he was interested in finding out more about the Army's programs. So immediately I said, well I would like to see you in my office tomorrow afternoon at two-thirty. I said, will you be able to make that. He said, yeah, yeah, just like that.

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And I said well, do you know where it is? He said, that's so-and-so and so-and-so. I said, sure. I said, look, I'll see you tomorrow afternoon at two-thirty. When you come in, ask for Sergeant _____. Now if you know you're going to be late, call me and let me know. Now once I got him in my office, right, and go on through the entire Join presentation with him. The same responses, um-hmm and okay, right. Nothing he would elaborate on. Well, do you think you will join in the United States Army as a Military Policeman? Um-hmm, I think I want to be a policeman, you know. I'm a little tired of farm work. Well, I want to show you how I can do that for you. And I took him through, showed him the film on Military Police and their job in the United States Army. No real objections, but there was no conversation. So I told him, I want him to go down and enlist on the following day. He agreed to it and we got him down to MEPS and enlisted him in Military Police. Now that was one that I didn't know that I was going to get.

Interviewer: Well, how did you, at what point did you decide to just tell him to go enlist.

Subject: At what point? I knew it was going to be like that from the telephone interview. There was no communication between us, all right. I was doing more communication and I don't like to do that. But when you find out that you have to do the communicating, right, then you have to really direct it. If you're having to do all the talking and there are no questions asked, right, you have to take control and direct that. Now, he never did give me that much interest, but I took control and I started directing him the way that I wanted to. But see I'm talking to a person who just can't take control and began to direct him.

Interviewer: Give me an example of someone you actually recruited who was a talkative person where you had to not take control.

Subject: Okay, she came in and told me she wanted to join in medical, okay. She told me everything about the United States Army that I wanted to know. All right, if I wasn't in I would have probably joined myself. But anyway, I know I couldn't direct her as far as joining because she had already made up her mind that she was going to join the Army. All right, it was just my directing myself and my people to get her what she wanted. Now there's more viewpoints during the course of that sale, right, that you can't take control because it's

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already laid out for you. So you just let them run it, right. Okay, she told me her boyfriend was going into the United States Army and she wanted to join. Okay. Key point like that, I knew she was going to join the Army. There was not a whole bunch of selling for me to do. So at that time I just went through the standard interview with her, you know, properly stoked her expectations about the United States Army.

Interviewer: For instance, what would you say?

Subject: Basic training, you know, straight on through to AIT, right. Okay. I said, now, you realize that you'll be going into the United States Army. Now, what I'd like to do is take you through a course of events that's going to transpire between now and the time that you complete AIT. Now, what we're going to have to do is see whether or not you qualify for the medical field. All right, let's get you tested, let's get your physical, okay. Now, for your physical we will be sending you to the MEPS and that's the Military Entrance Processing Station. Now maybe you will be undergoing things such as a hearing test, you're going to have to take a full pelvic examination, you're going to have to take an eye examination, you're going to have, they're going to give you a height and weight check and that's just to name some of the things that you're going to be encountering. At that time I stop. I fill out the 2246, right, fill out the physical forms, right, get all that out of the way. Now the next thing that you're going to be going through is the guidance counselor phase. This is where you're going to be sitting down with an individual much like myself with a computer much like the one we have here in the office. Now, what he's going to do with you is take your scores, your physical results and place them into the computer. They request that job that you are so concerned about which is in the medical field. Okay, providing that job is available to you, then what he's going to do is reserve that particular job for you. Now, this sequence of events is probably going to take a half a day. So when you go down, prepare to be over there a great extent of the day, just say it's a all-day process and so you might want to take some change or a book with you when you go down to sort of break the monotony. It's sort of like a hurry up and wait situation. But you have a skill. It's not going to take you that long because you're actually getting what you want. You do want to enlist in the medical field, don't you? Yes I do want to enlist in the medical field. Well, I want

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to arrange everything for you to do that. Now what we need to do is fill out the the rest of your paperwork to get you, to get you an application made up for you to go down and do that. Now it's going to take me about thirty minutes to fill out this application. I'm going to be asking you a whole bunch of questions. I'll ask you to give me the best judgment that you possibly can. And I began to ask her these questions. All right, once we complete that then what I'll do is I'll take and I say, shake their hand, and reaffirm the sale, right. I do appreciate you taking the opportunity to find out how you can better yourself. I don't think you can make a better decision than the one you're making right now. Now tomorrow morning, okay, about four-thirty, I'm going to call you and I'll be by your house to pick you up about a quarter after five. Make sure that you're ready. All right. Make sure that you're, that you have whatever you want to take with you.

Interviewer: You never asked her. You just assumed that she was going to join because of what she said before.

Subject: Right. Okay. She had already told me she was going to join, but it was just a problem of me instructing her mind --

Interviewer: Sure, okay.

Subject: So I'll go through all that stuff with her, right. Now, I'm not going to take too much of my time with her, right, because I know she has joined the Army already. Now, I want to give her a talk once she enlists in the United States Army to tell her about things like basic training.

Interviewer: What did you talk about - basic?

Subject: A lot of times I just do it from the Join, right and let them see it. A picture's worth a thousand words. Okay, and I'll push up the additional information, additional questions on the Join Machine.

Interviewer: If there was no Join, though, what would you say to her?

Subject: What would I say to her? I would say, basic training is not as difficult as a lot of females stereotype it to be. Sure, there will be a lot of physical training you're going to go through, but the benefit to you is actually going to develop yourself and your endurance to a level that you probably thought never existed. You're actually

going to be able to do things like pushups, situps, you may even be able to run two miles in the course of nineteen weeks that you are in basic training. You're going to do things like going through gas chambers, right? Now this gas is not a gas that's going to be harmful to you, it's no more than tear gas, but that is to teach you the importance of nuclear, biological and chemical protection. All right, this is part of your training while you're going through basic. You're also going to be required to know how to fire what they call an automatic weapon. This is the M16. Now, you're going to do daytime firing and you're going to do nighttime firing. You're going to fire into what they call an anti-tank weapon. And this particular weapon is used --and so forth. You're going to be required to be proficient with that. In addition to that you're going to be exposed to what we call a machine gun, the M60, the 60 caliber machine gun. You'll learn how to properly load, properly fire this particular weapon while you're in basic training. You're going to go out to the field, and you're going to be in the field two nights and two days. Now, this is the part that most people don't like. But you can look it as a true adventure. I mean have you ever been camping before? Sure, I've been camping before. I say, well just look at it as a camping trip. Right, you're going to be with a lot of other girls from all over the world, all parts of the United States and they're going to be faced like that for same thing that you are, to learn how to become a basic soldier. That's what the training there is all about. Now, you're also going to be required to go out and do maybe a twelve-mile course march, right? Do you think you'll be able to endure that? It takes a lot of preparation and you have to gear yourself up mentally in order for you to be able to do these things. Now, I'm not saying that basic training is hard; I'm not saying that it's easy. But you're going to put yourself in the frame of mind that you can accomplish this and accomplish it with the greatest of ease. And once you're done with basic training, once you pass that military examination and you're standing out on the parade field in the midst of about a hundred other females just like yourself, then you realize all your efforts were not in vain. You actually did something that you thought you never could do. You are now a graduate of the basic combat training course and you are now considered to be a licensed soldier of the United States Army.

Interviewer: When you're doing that, painting a picture, what's going on in your mind? What are you, somehow you

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know the words to say. Are you seeing something and/or hearing something?

Subject: I see the whole thing.

Interviewer: Are you like, in the movie theatre watching it, or you actually there, seeing it from your own eyes?

Subject: I'm seeing this from my own eyes. Okay. Looking out from within me I see all this.

Interviewer: Okay are you seeing, within the picture, then, that you're in, are you seeing her doing this and describing it or are you in her position?

Subject: No, I'm seeing her doing this and I'm standing back watching her. And she's looking at -- standing -- and it's like all these people, all these others --

Interviewer: Do you find it's true for many of the pictures you paint that you are actually there watching it?

Subject: I'm seeing what I want.

Interviewer: Usually, no matter what the picture --

Subject: No matter what the picture is I'm seeing what I want, I'm not seeing me there. Now the things that I want to achieve, I see me there.

Interviewer: You see you there. Are you seeing yourself there or just seeing, or is this where you're in that position?

Subject: Okay, this is where I am in that picture.

Interviewer: If you were seeing, if this was you achieving something, would you be the guy looking at the flag?

Subject: I would be the guy in the formation.

Interviewer: Okay.

Subject: If I want to be the station commander of the year, I will paint a picture of me standing up there speaking and receiving that award, because that's what I want to see. Very important concept. Believe it or not that's the part of the experience. When you do this, all you do is program yourself, right, that's something that you're going to have.

Interviewer: Good. Think of a time where you did something outrageous for you that worked in recruiting. I

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mean, totally outrageous, what you went back later on and said, gee, I can't believe I did that. But it worked.

Subject: I did a lot of outrageous things, similar outrageous things, nothing unethical, you know, but I had this certificate, right, that I used to keep in my desk drawer, and it was from the United States Army Military Police Academy, okay. And I would take that certificate, right, and sometimes I would take it out of there and I'd stick it on my desk, right. And say, you know, it had my name on it and everything, right, and say, John, I say, I think you're going to be exposed to a job with some of the qualifications just like mine here, right, and he's going to be asking a great deal of questions about your past, you know, moral background, right. I say, now, everything that you tell me here, everything that you tell me here now, it should not be a deviation from what you tell me here, okay. When you get down there and go for your check, now I want you to tell me everything that you've ever done before in your life. Right? Things like that. And normally it puts a fear in them when they see that.

Interviewer: Did it work?

Subject: Sure. It always works, it always gets their attention. Now, you will never be able to implement that thing, right.

Interviewer: Doesn't matter. That's why it's outrageous.

Subject: One time when I, I'll tell you the most terrible thing, I wouldn't tell my wife, but I was in 2S and we had a bunch of manikins, right, up in the window. And we have them dressed in different military uniforms, right, and I had an applicant come in one day, right. But I told the recruiter to go and sit down and begin to talk with him, right, and start explaining to him about the Army and all that stuff. In the meantime I stayed up in the window, right, with the manikins motionless, right. And then about five or ten minutes later, he got up with the applicant, brought him over to the uniforms and stuff, right, and started showing him, you know, the manikins and how they were dressed. And about that time the guy said, you know, that manikin looks real good, and I said, I'm glad you could show up for your appointment, John. That's what I, I mean, that's outrageous. That actually happened, right, and believe it or not, you know, that was a, an ice breaker with the guy, you know.

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Interviewer: I like that one. What else do you do like that?

Subject: There's so many things that you can do to plant seeds, right. Like I was talking about that, even in church, right, I go to church religiously. A lot of times I wear a uniform, but I'm glad everybody calls me sergeant instead of --. That's the image that I want to portray to them even though I'm outside of my recruiting area I know it has some effect on, you know, recruiting where I am. And because I know a lot of guys that I've sent down, put in the Army, that I could have put in myself, but I'm not like that.

Interviewer: Give me another, give me the situation where it was really difficult for you. I mean, where the objection was really hard to overcome.

Subject: One guy, he just didn't want to, he just didn't want to join. And, you know, I, I painted a picture to him, right, and a pretty, I'm pretty good at painting a picture. He was talking about his mom really didn't want him to go in the Army and his dad really didn't want him to go. He was the only child, you know. One of those that's been raised up in kinsmanship all the way up to adulthood and he's still a mommy and daddy's baby. Well he understood he had a moving desire to do something with his life but he had no sense of direction. So, his objection was, I don't want to leave home - period. I said, wait a minute, I said, I realize you don't want to leave home, but I want to, I want to tell you something that's really going to help you out. Now, truly your mother and father love you, I know they do and I know you love them, don't you. He'd nod his head and say yes. I say, you know that's really great, partner. I say, you know I probably couldn't have made it where I am right now if my parents wouldn't have cared something about me. I said, they are very happy people, and I'm quite sure that your parents are very happy people, too. I say, just think, you're making a decision right now that's going to be very important to you as well as your parents. I'm not speaking along the lines of separation, but, you know, if you decide to join the United States Army today, do you think your mom and dad would be mad at you? And he said, well, you know, they just really, really don't want me to leave home. I say, I understand that, they don't want you to leave home. I say, but look at the fact that you're going to be doing something vitally important. You're going to be protecting your parents by serving your country. I say, now, when you go down

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to enlist in the United States Army, and your parents are there watching you swear in, you know, they're going to be touched as you stand there in that room with five or ten other guys, raising your hand and saying the oath of enlistment in the United States Army. You're going to be touched because you're making the first step in the right direction to build a foundation for your life. I said, and the day comes for you to step out and you leave to go on active duty, you can be proud that you made the right decision. I said, taking it under consideration that your parents love you and you love your parents, and you all are going to be separated. I said, you're probably going to be crying when you go out to the airport, and until you probably feel the same way. I said, however, they know that you're doing something vitally important, you're going to serve your country. Eight weeks later after you've gone through all this, all this training and that plane hits the runway and taxis up into that zone and you step out onto that ramp with your nice clean haircut and you see your mother and father standing up there in that room with tears in their eyes again and your little girlfriend standing up beside them, and when you step down on that ramp, tears are going to fly again. But this time, it's going to be because they're going to be proud of you and the decision that you've made. You are now a soldier of the United States Army. You're doing something really good. Something that's going to benefit you and your parents are really proud of you. I understand it. Now when would you like to make your parents proud, would tomorrow be too early?

Interviewer: What he say?

Subject: Let's go for it.

Interviewer: What do you sell?

Subject: The question is, that you always want to answer is, that you should always sell the United States Army, right. True enough, it's kind of hard to talk about the Army without talking about a job, right. So we don't ever get real specific about a job. We want to talk career management fields, electronics, infantry, you know, medical field or administrative field. We don't really get specific. Now we try not to get specific. In some cases you just can't help but be specific, you know. But we try to stay away from that as much as we can.

Interviewer: What do you sell?

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Subject: What do we sell? We sell whatever that guy's need is. If it's money to pay his car note, that's what we sell. You know, if it's food to go in his cabinet, we're going to sell that security, you know. Whatever that guy's specific dominant motive is.

Interviewer: Let's go to, a reserve recruiter told me what he sells is part time jobs.

Subject: Well, that's a very good selling tool, a part time job, but my guys will use that here too. Especially my reserve guys.

Interviewer: He was saying it's more important even than selling them on the Army.

Subject: Is that right? Hmm.

Interviewer: I mean, obviously it comes into it, but he thinks what's making them go into reserves is not the fact that the Army's there or the desire to have a career within the Army, it's that part time job.

Subject: Well, any time, any time you get to dealing with civilianized forces, right, what you are going to run up against is people who just want to do a job, all right? I don't like to do that because the military's not a place to be a civilian. You know, it's just, I don't sell part time jobs, I don't sell jobs just for the sake of having a job because there's much more to the Army than that. You know, when you, when you start doing that you're going to be misleading people and they get the wrong conception about the United States Army or the Army reserves when you do that. And they're the ones who probably end up with a bitter taste in their mouth the first time they have to go out there and stand in the doggone fox hole that's half full of mud, you know, in the middle of the rain. Is this a part time job? It's not, I wouldn't sell it like that.

Interviewer: So what do you sell?

Subject: What do I sell? I sell the Army as a whole. I lay everything on the table. Turn all the cards up, all right. I let them know what the Army's consisting of from basic training all the way to the time they get to their unit. Sure I tell them about the time that they are going to have to go to CT or walk around the motor pool with their M16 rifle. All that's part of the Army. And believe or not they're much more thankful when you tell

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them this and they're much more capable to adapt to the United States Army than a person that's not told that once they get there. Now, you know the Army's had a very high attrition rate of people who have become discontented with the United States Army. As a matter of fact they've developed discharge programs that rapidly releases them outright to the civilian community if they can't adapt. But just think, after they spend all this money and all this time prepping this guy, putting him in the Army, putting him through training, right and then turn around six months later and send him back home. That's a loss and that's a waste of civilian money. That's a waste of the taxpayer's money and that's not giving that guy a full shot of what he deserves by not properly stressing the expectation about the United States Army.

Interviewer: Whose responsibility is that?

Subject: Whose responsibility is that? That responsibility lies right here at this level, right, for us to properly structure his expectation about the Army.

Interviewer: We've talked about adjusting your style as people change, you know, during an interview. Are there categories that you need to adjust your style to, for example, Cat levels, demographics, geography, race, age, sex?

Subject: Well, I'll tell you what. You hit on a very, very, very tense subject, because I'm going to talk to a 3A a little bit different than I talk to a 3B or Cat 4, right, because I know what level of training they've already had, okay, and their adjustment to their type of home environment, their adjustment to school environment. You know, if a guy is sitting on the student council, a student council meeting, sure you want to make a good impression on him, but for a guy that runs up and down the street all day and has no values in life, right, you don't want to sit here and sell four years of college, you understand, what the Army's going to do for you on the GI bill, right. You have to be able to differentiate between those two, that fine line, right, when you gotta do it and when you should do it.

Interviewer: Okay, so, for Cat levels, I understand your style, the way you talk to them and whatever is different. What do you sell? That's my interest.

Subject: Cat levels, as far as, let's just draw the line between upper Cat and lower Cat, all right -- 49 or

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below, lower Cat, 50 or above, upper Cat. Now, I find myself normally selling things like college fund, or GI bill to the upper category, right. That's what they really want to expound on, continuing education, right. Every now and then you can sell a bonus or a two-year program, too, okay. But for our 3Bs and our Cat 4s, you know, just to sell the mere fact of them being in the Army, give them a job, having some security, that turns them on.

Interviewer: Is any group harder to sell than the other?

Subject: Sure. I would have to say, for me, yes there is. The upper category's kind of difficult, a little bit more difficult to sell. But once they make a decision they stick to it. If they like you they'll enlist, if you present everything to them more than likely they will.

Interviewer: Is it difficult because the parents are richer or they're smarter or --?

Subject: It's difficult because they don't make hasty decisions. Right. I mean, we're in the business where we contact people from day to day, right, and we're on a, a weekly glide path or a daily glide path or whatever you think. But we want to move them and they don't want to move that quick. All right, so we realize that, we back up and let them make a decision of what there is. Now we throw them up against the wall, and say, would you like to go Thursday or Friday. No, I can't go Thursday or Friday, I'm taking a test in biology, so and so. I can go Tuesday. Fine. We conform to their schedule. Now, a Cat 4, we tell them what we want them to do.

Interviewer: So they're easier to sell.

Subject: Yeah.

Interviewer: Can you tell a Cat before you test them?

Subject: Can I? Yeah, normally.

Interviewer: How do you tell?

Subject: Speech. Articulation.

Interviewer: What is it about speech that lets you know? The words they use, is it their tone, the speed of the speech?

Subject: Well the speed of the speech normally has a

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determination, but in 3\$ it's kind of hard, you know, because everybody talks kind of slow, you know. But the tone in the voice, the slurring of words.

Interviewer: Give me an example for speech below the line and speech above the line with the same sentence.

Subject: Below the line -- well I ain't really got no plans, Sarge -- below the line. Up above the line -- I really haven't thought about a career with the United States Army, however that's why I'm down here today is to find out a little bit more about it so I can make a decision.

Interviewer: Okay. So speech is one. Is there any other one?

Subject: Normally the way a person will dress. If they normally come in dressed casually, but decently, they normally will pass the test. Now, I'm not saying this is in all cases, right.

Interviewer: We're talking rule of thumb, no, no validity needed. Your best guess.

Subject: And if they're normally groomed pretty well, right, they don't have a whole bunch of head bands and chains and things like this hanging off their person, you know, that is usually a typical identifier of what category they are in.

Interviewer: Anything else?

Subject: Other than that, the speech, the personal appearance, there's not too much other that you can determine on this line.

I ask them, I say, well what type of subjects to you take in school? You know. Are you taking math? You ask them that for the simple reason a lot of kids don't take math for the last two years of school, especially in the state of 3\$. And if you ask them what type of math that they've been taking they say, well algebra, trig or calculus or something like that. Nine times out of ten it's going to be trig. And if they tell you, they say well I have consumer math, business math, let's say their freshman or sophomore year, that right there is a key indicator that that guy had a problem and did not want to continue his math. It's a proven fact that a person that's weak in math normally is less academically inclined.

Interviewer: Okay, have you recruited anywhere else in the country?

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Subject: 5\$.

Interviewer: My next question relates to style and geography.

Subject: Now, the make up 5\$ was very different than the state of 3\$. I had to go into a full 180 degree turn when I began recruiting in 3\$ from the style I had in 5\$. Now in 5\$ I worked in a primarily all black community. All right, and I dealt with, I don't think I enlisted any more than about three people of other races in the entire time I was in 5\$. Because my school systems were, did not have any whites in them. And I was used to relating to them the way they were capable of being related. You know, if it was through a basketball game, in the afternoon, you know, if it was through some type of social event, you know, or a barbecue or whatever.

Interviewer: Is this like the John Wayne thing where they say John Wayne never acted, he just was himself? Because the parts they gave him was just being John Wayne.

Subject: Well, that's the same way it was for me there, right? I was just able to go in, and, and do natural things. I was the slowest speaking guy in 5\$, okay. They wanted to know where I was from, okay. I don't know, that might have helped me out a little bit. Where are you from? Hey, partner, where are you from? But anyway, I found recruiting to be a lot easier in 5\$. People, academically, right, they were, they were more educated in 5\$ than they are here. And the big thing about it is that, you know, the reason enlistments were so high there is employment was -- local universities or 5\$ State and all those places, and they just didn't have the jobs available to support them so the alternative was the go in the United States Army and it was much easier to sell somebody that's in the job market.

Interviewer: Did your fellow recruiters do as well as you did?

Subject: No, not all of them. When I left 5\$, I left about 250 something people. I won the trophy in the first nine months I was in the field.

Interviewer: Did you just put in Cat 4's all the time?

Subject: No. Definitely not. Lot's of 3A's and I put in some Cat 4's. They were there and they were accepting them and I didn't have any alternative but to put them in.

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Interviewer: Who did you, who did you like to go for?

Subject: Who did I like to go for? Anybody that said that they wanted to join the United States Army that qualified, I didn't have any preference. But I always recruited using my tools, right. I would prospect from whatever was there.

Interviewer: Tell me how you had to change your style when you came down here.

Subject: You are very right. It is different, right. Now, the type of lingo that I had in 5\$, right, was -- yeah, man, no, hey, this, that and the other, right, you know the old street type. But I knew how to clean up my act when I went to the counselor's office. Or I knew how to clean up my act when I got ready to make a high school presentation or something of that nature, right. And I did, but in order to break the ice with those guys, right, and to get in with them, then I had to do like -- you know what I'm saying. So, I became in with them, and that helped me out a great deal. Now, when I came to 3\$, I realized I was in a much different sector working on the border line of 3\$ and 2\$. I was dealing with a, a different realm of people, much closer to the type of people that I was reared with when I came up in high school. Right outside of 9\$. Place they called _____, okay, and in that particular area, right, you have a lot of prejudice. Like name calling and so forth, right. You have the same thing on the border lines of some parts of 2\$. But I realized that and I said, well there's only one way for me to survive this, right, is to be very wise and be very professional, right. That was my ticket to success in those counties. And I went up and I opened them doors at schools that other recruiters have failed to do.

Interviewer: What do you mean by wise and professional?

Subject: Wise and professional. As I couldn't afford the opportunity to go in the door and portray the wrong image, understand, even down to the walk, right. You have to walk different. Your speech, you understand, you have to speak different, right. All those things are ingredients in whether or not you'll be accepted, do you hear that?

Interviewer: You went home at night and practiced walking?

Subject: No, I didn't go home at night and practice walking, right, but my movement was a little slower, my

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words were a little bit more accurate, right. There was nothing that I tried to do as far as my recruiting tactics that were actually different.

Interviewer: Did you have any questions that you'd be able to be as effective recruiting down here as there?

Subject: No, I didn't have any question about me because I knew that if they were out there I was going, I was going to go for it, all right. Even if, I went up into one county, right, and they did not have a black faculty member, they did not have a black student, right, I knew what I was up against, right. But I walked in that door just like I was at home. Didn't turn my back, wasn't afraid to turn my back, and I walked in and gave a class presentation just like I was talking to my Sunday school class. You see, because I'm American, first of all, this is America, if you can't do it here you can't do it any place, and that's the, that's the basic concept that I have. I, I want you to understand that I'm here doing a service for you. And I don't want to be treated any less for doing that service for you. No, I didn't have any trouble in the transition except to clean up my act.

If you have the ability to communicate with someone else and show them that you're really trying to help them or aid them and doing whatever they want to do, they'll accept. Now, I was up in 20\$, right, I mean it's been less than ten years that they, blacks and whites started drinking out of the same water fountain together. You see what I'm saying, and I went into 20\$ where it was unsuccessful and I became a successful recruiter. When it come to going out in tobacco fields or tobacco plantations, I wasn't afraid to go out there and talk to Mrs. Fields about their son joining the United States Army. I mean, if my shoes got dusty and I got cow shit all over, that's just the way it was, right. I had a pair of cowboy boots and I had a cowboy hat and I drove a four-wheel drive pick-up truck. So, they weren't telling me anything that I wasn't used to already. I knew about that type of lifestyle and I was able to communicate with them.

Interviewer: I suspect you've found a way to get the respect of the people. That's usually the key, all right. Okay, how did you get their respect?

Subject: By being courteous. Being courteous in such a manner as when I would go into their home I would respect them. I would not take a seat unless I was

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asked to take a seat, right. I wouldn't request anything of them unless they offered it to me.

Interviewer: Give me a specific incident. One that really comes out.

Subject: I went to this one trailer. Now these people were farmers, right, and their kid, he was a high school senior and I went out there and Mom and Dad wasn't home. When they came in I immediately stood up and I turned to them and I introduced myself as Sergeant _____ in the United States Army representative for this particular area. And I looked forward to working with them to satisfy their son's needs as far as his education was concerned and it just went on from there. I mean, I stayed there and ate dinner that night. You know. I mean to have a family like that just offer you dinner, that's something that they're putting their trust in me. But during the whole course of the interview I did never say any, or use any profanity or equate that the Army is a certain percentage black or a certain percentage white. I used the Army as a development company, so to speak. Somebody is going have this or become more proficient in whatever he desires to do.

Interviewer: Is this the part where you, doing the 2-hour talk with the ARC and you said you need to be military?

Subject: Right. This is a whole part of that being military.

Interviewer: I can start seeing now why that's so, other parts of the country, I can see now where that might be more important here to do that.

Subject: Well, see I knew you didn't understand me and it was very hard for me to sort of put it into the proper perspective. Because going from that area down to this particular area differs and you gotta have that, right.

Interviewer: Is it as important up there in 5\$?

Subject: No. It was not important at all. I mean, if I would have took my necktie off and throw it in the middle of the street, my hat off and throw it in the middle of the street and told them I was an Army recruiter, they would have accepted me just as that. But see, around here you got to portray the image, you got to have that military appearance.

You know, traditionally you notice the south and the southeastern portion of the United States Army

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as far as personnel is concerned and has been for years, and down here don't think that farmer has served in World War II or the Korean War, right, because he has. And when you step out there without a hat on, right, he knows automatically that you're out of uniform and you're not representing the United States Army. In a way, it should be like that. You know, in the city that doesn't happen. Here it does.

Interviewer: Well, let me ask you this first. Was it different getting respect from the whites versus the blacks of this area, did you have, or was that the key to anyone down here?

Subject: Well I had to develop respect among my race from my performance, whereas I don't have to do it with whites.

Interviewer: They just gave it to you because you were military. Okay.

Subject: But I had to prove it down the way.

Interviewer: Okay. Anyway, that's sort of the example, you just played that role of military, that's it.

Subject: Uh-huh.

Interviewer: I want to move on to prospecting in the sales cycle. Do you like to prospect by area canvassing, by telephone, by just walking into high schools face to face. What's your favorite?

Subject: Everybody hates the telephone. I hate it, too, but I know one thing, it will make you or break you. Telephone will. Now, I don't mind using the telephone. I like to be out doing some type of presentation in the community or a high school to where I'm there visually for them to see to present the Army. That's my best approach, that's my best time. Of course, I'm good with the telephone, I'm real good. But I know I'm not going to use it. The phone I use, you know, a lot people like -- they want to get out of the office and go find somebody. Takes too much time to drive, right. You can take a list, sit down at that telephone and you can take that list and you can go miles and miles in a very small amount of time to find somebody. I use it to, to get that appointment, right.

Interviewer: Do you try to pre-qualify?

Subject: Yeah. You think I'm going to drive out into _____

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County, fifty-some-odd miles away and I don't know if that guy is five hundred pounds or fifty pounds, you know. They tell you in school, don't pre-qualify on the telephone. I tell my recruiters, pre-qualify on the telephone.

Interviewer: What level do you pre-qualify?

Subject: To what level? Height, weight, law violations, okay.

Interviewer: And they don't hang up on you? I mean, this is like on a first call you pre-qualify them?

Subject: Sure.

Interviewer: How do you break into that without losing rapport?

Subject: Okay. You be my applicant, okay. Ring.

Interviewer: Hi.

Subject: May I speak to John, please.

Interviewer: Sure this is John.

Subject: Hello John, this is AS and I'm with the United States Army recruiting office here in 7\$. And I was calling a few of the high school graduates from _____ High School this afternoon to find out what have you been doing since you've been out of high school. I know, that John, it probably sounds kind of rude and abrupt. But if you don't mind telling me, are you working now?

Interviewer: Well, I'm helping my dad on the farm.

Subject: You know, that's great, John. I can kind of relate to that because I was an old farm boy myself. I worked for about ten or twelve years for my father down on a farm in 8\$. What kind of crops do you raise?

Interviewer: Wheat, corn.

Subject: Wheat and corn? Hey, they are very good crops. You know this country couldn't move without wheat and corn. And lot of people always take farmers for granted. Now, don't you, aren't you glad that you are where you are right now and that you are really playing an important role in the future of this country?

Interviewer: Yeah.

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Subject: Hey, that's great. Now what I'd like to do, John, if it's at all possible, is to show you another way that you could serve your country and that would be to give you the opportunity to come into the United States Army, serve for a short period of time and come back and continue doing what you were going to do now. Now, what would be better for you? Would five o'clock this afternoon be better or four-thirty be okay.

Interviewer: Well, I don't know, I really promised my dad, I'd help him at least through the season.

Subject: Well, I understand that and I'm not here to take you away from helping your father because he needs all the help he can get at this time of year especially for the crops in and get ready for the harvest and all that stuff. Now, the only thing I want to do is share about ten minutes of my time with you to show you some valuable programs in the United States Army that could possibly benefit you and put you in a position where you can better help your father later on. You do want to help your father later on, don't you?

Interviewer: Yes.

Subject: Okay, well, then will five be okay, or would four-thirty be better?

Interviewer: Well, I really can't get in. I'm over fifty miles away.

Subject: Over fifty miles away? Well that doesn't make any difference, John. Do you know the United States Army is giving out some great vehicles to drive, brand new 1985 Tempos. You ever ridden in a Tempo before?

Interviewer: No.

Subject: I'll tell you what, partner, they got a real smooth ride, they're air conditioned, they got a fine radio, and I tell you what, they are very cost effective. They are using the tax payers' money wisely. Now, we understand that you are fifty miles away and it only takes me about an hour to drive out there where you are to talk with you and your dad. Do you think I could get with you, you know, maybe around suppertime, right before the suppertime this afternoon?

Interviewer: Sure.

Subject: Okey-doke, then. John, I'd like to get a little

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bit of information from you before I drive out there, right, to make sure that you sort of pre-qualify for some of our programs. About how tall are you, John?

Interviewer: Five-eight.

Subject: You're five foot eight. About how much do you weigh?

Interviewer: One-sixty.

Subject: One-sixty. Did you play football in high school, you sound like a pretty good size fellow.

Interviewer: Well, a little bit, yeah.

Subject: A little bit, what position? I betcha it was probably a, what, half-back?

Interviewer: I was tackle.

Subject: You was tackle, huh? Well, I'll tell you what, partner, I played tackle too but I played end-guard and tackle and I was -- you know what I mean? Well anyway, John, have you ever had any medical problems before?

Interviewer: Any what?

Subject: Medical problems.

Interviewer: No, not really.

Subject: Do you have any allergies, asthma, diabetes, or anything?

Interviewer: Well, I do sneeze every now and then during, during August.

Subject: Yeah, me, too. That's the part of the season, you know, that everybody sort of gets congested. Normally during the month of August and during the first spring months when the pollen starts, you know. I got the same problem myself. But that is the only medical problem that you probably have, right?

Interviewer: Oh, yeah, I'm in good health.

Subject: Okay, then, well I tell you what, partner, have you ever been in trouble with the police before? You ever been arrested as a juvenile or as an adult?

Interviewer: No. No not really, just a, just a couple little

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things.

Subject: Just a couple little things, like what?

Interviewer: Oh, a couple of speeding tickets every now and then.

Subject: Oh, so you got a lead foot. Man, I got a speeding ticket last year. I was going 62 in a 55. Cost me thirty-four bucks. That can get kind of expensive, can't it?

Interviewer: Sure can.

Subject: Yeah. You don't have anything else, do you, other than those speeding tickets, right?

Interviewer: No.

Subject: Hey, that's great. Well I'll tell you what, partner, you sound like the kind of guy that we can use in the United States Army and I will be there at exactly four-thirty-two this afternoon. John, it's been nice talking with you, go ahead and let your father know we're coming and we're only going to take a few minutes of your time to tell you about our programs.

Interviewer: Okay.

Subject: Hey, tell me something, partner. You got any friends that might be interested in joining the Army?

Interviewer: Jake might.

Subject: Okay, you know Jake's telephone number right quick?

Interviewer: Gee its, blah-blah-blah-blah-blah-blah.

Subject: Okay. Well thanks a lot for the referral partner. You know what, if he goes in, I'm going to really make it worthwhile for you. And I'll tell you about that when I get to your house this afternoon. We'll see you later, John.

Interviewer: Good bye.

Subject: Good bye.

Interviewer: Great.

Subject: Now you see how I was very cordial in getting the information that you need to pre-qualify a guy? It wasn't done in such a manner as to offend.

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Interviewer: I was asking whether it's like a universal rule with you to pre-qualify or whether it's just a question of distance of driving.

Subject: No, it's a universal rule. To a certain degree. Yeah, see I've taught my boys here, right. Now, a couple of them want to use the old school-house tactic, by not doing it, by just getting the, the appointment, right, not pre-qualifying on the telephone. And they would get out to somebody's house and, and here they are eighty or ninety pounds overweight. Now, what do you do if you walk into female's house and she's ninety pounds overweight? She's going to be expecting anything. That's right. And by right you owe it to her. Because she done took an hour of her time and program you in. What you going to do, tell her she's disqualified and turn around and walk out? That's discourteous.

Interviewer: Telephone, I've got to just do your telephone technique. Is there anything else, rules you have about it?

Subject: As a confidence builder for new recruiters, right, this is something that they need to know. They have just as much control over that telephone as a person that's on the other end. If that person hangs up, you understand, or is disrespectful, they have the same control as that person on the other end, so they shouldn't be afraid to use it. Most recruiters are.

Interviewer: What's your quickest way of finding out a person's needs?

Subject: John, if a person walked up to you right now and he had just a wide variety of things that could apply and be used by yourself, right, and he walked up, what would you choose?

Interviewer: Good. Good. I like that. Any other way?

Subject: John, I understand that everyone has different needs and goals and desires, right. What is your ultimate goal in life?

Interviewer: To be successful.

Subject: To be successful at what?

Interviewer: Achieving standards that I want, proving to myself that I can do it.

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Subject: I can understand that, now, proving to yourself that you can do something, now what would you be doing? What area would you be setting all these standards for?

Interviewer: I've sort of done the intellectual challenges in school, I really want something where I can prove myself physically.

Subject: Physically. So what you're telling me, you'd like a job, you understand, that would require a lot of physical work.

Interviewer: Yeah, a challenge though, I don't want to be a grunt, I want a real challenge.

Subject: Well what would you consider a real challenge?

Interviewer: Oh, jumping out of planes.

Subject: Is that right? You know what, I bet you there's no better experience than to be two thousand feet up in the air and to be sucked up by the wind and parachute open, and the trip to the ground. That will be a peaceful experience, something that you're going to live through and not see. Is that really what you want to do?

Interviewer: Yeah, but I want to be able to think all day, too, I mean, you know, I don't want to be behind a desk, but I want sort of a physical, physical job that requires me to think and be smart, too.

Subject: Well I understand that and I want to be able to express our ability to tailor a program where you can have a good job where you can realize your mind and also have the adventurous aspect where you can be physical and do your job and you can harvest both. Now if I can show you that, and do that for you, would you consider enlisting in United States Army?

Interviewer: Sure.

How do you know, how do you know that you hit the right need? I mean, I come up with stuff, or a kid comes up with stuff, I suspect sometimes what they come up with is not the one that's going to sell them.

Subject: Right, a lot of times, a lot of times, a lot of times they hide their real need and throw a false lead out there, too.

Interviewer: What do you do?

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Subject: I probe, I continually probe, right. Now, if a guy tells me what he wants, he says his real need is money, right, and I say, well, what would you buy with that money? Well, I, I -- what would you do with that money? He said, well I would invest it. Well, John, investment is a beautiful thing. I believe in investing money myself. I think there's no better way to secure the golden years than to invest money. Now, what is the real reason that you would invest that money? Can you tell me what the real reason is?

Interviewer: To build security.

Subject: Okay.

Interviewer: Because I'm going to be getting married.

Subject: Oh, you're going to be getting married. Who's the lucky girl?

Interviewer: Mary Jane.

Subject: Hey, Mary Jane, she's got to be a very beautiful person in getting you as a spouse, you know. That should be the real reason that you should join the Army, so you can provide her with the security that she needs.

Interviewer: But I mean, money can do that.

Subject: I understand that and I'll show you two simple ways that you can earn money while you're in the Army, provide security and build yourself a foundation for your golden years in a very short period of time.

Interviewer: When are you satisfied that you've got the real one?

Subject: When am I satisfied?

Interviewer: Or are you ever?

Subject: I, you know, that's a kind of touchy situation because you really can't --

Interviewer: Well is their body language different from what you consider the real need or, --

Subject: If they buy, normally, if they agree to the contract, right, you satisfied the basic need, a basic motive, a buy motive that is. It may not be the, the one that you want, but you touched on one

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of their motives to buy. Now, people buy for different reasons. People buy because, well, first of all because they need, right, people buy because of a desire, you know, other people buy because the salesman sells it to them.

Interviewer: Do you know when you've got that level, just enough to get them there?

Subject: When they make a commitment.

Interviewer: To join?

Subject: Uh-huh. Now, if you should, if you should run into problems later on to where the guy refuses to commit, then you have to reprobe, right, and, and try to uncover that dominant buying motive and sort of build on it. The guy gets cold before he's going to sign. And then I have to go back and hey, well, what's the real reason? Well, Sarge, I said I wanted that money, you know. You know, what I really want, what I really want is not to be away from my wife. Now, if I'm going to be away from my wife for the next three years.

I say, you're a new recruiter, okay. You are recruiting this guy to put him in the United States Army, okay. Now, you must emphasize and instill in him the importance of joining the Army. You must continually do that to keep that person motivated to want to join. I say, because you're not the only recruiter here, trying to recruit him when he walks outside that door and all this peer pressure's on him, you got a whole bunch of other people out there trying to recruit him back where he was. Okay. So that's what you're up against.

Interviewer: How do you handle that? If you know a kid's going back to what I call a hostile environment, all right, his friends are going to say, you're joining the Army, you're crazy. How do you prepare him before he leaves here, or can you?

Subject: You can prepare him before he leaves. You say, well John, there's a lot of guys out there that's probably going to be up and down your back for joining the United States Army. Now, you know how important your job is and you know how important the commitment was for you to make to enlist in the United States Army and you just instill in them, you tell them you're a little bit more man than they are for serving your country, for serving your country, you're doing something important. What are they doing? Okay. And if they really want to find out more information about it, just if you

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want to talk about it, just have them call me, your recruiter and I'll set them straight. I'll probably have a little bit more working on him how the system works, but just to get him off of you.

Interviewer: Define for me what an objection means to you.

Subject: An objection means to me there's a person who is seeking more information, basically. Some area, okay, I know this sounds like it comes out of the book, right. When a person has an objection, he is basically asking you for more information or you didn't clarify something.

Interviewer: Is it something good or bad or, I mean how would you feel if you went through a whole interview and there were no objections?

Subject: I probably would look in the mirror, okay, see if it's, see if it's me. Because during an interview you're going to have an objection, some form of objection. They might be just in a regular standard question form and not until the end of the sale, into the sale, okay but you are going to have it.

Well in that case an objection would probably be something that would be very difficult for a recruiter to handle. If it was just an emphatic no, I am not joining the United States Army, don't call me no more, okay, I don't want anything to -- okay, that's, that's something kind of hard.

Interviewer: How often does that level of objection occur?

Subject: How often does it occur? It occurs very often.

Interviewer: Okay, how do you get around that?

Subject: How do you get around it? You know I had one just the other day, right. A kid's mother came over to the phone, we were calling to remind him of his interview. Well he's not joining the Army. I plan for him to go to college. His college is already paid for. We going to afford the opportunity. Yes, ma'am, I understand that. I understand every child should have a right to continue their education. However, if all the men in the United States Army felt that way, you wouldn't be experiencing your freedom, understand, as you're experiencing right now. What other young men, you know, what they're doing right now, is allow your son the opportunity to at least get his high school diploma. I said, now, we don't think about being real selfish in our ways. Now, what you should

think about is him allowing that next person coming along to get their education, or is he too good to allow somebody that opportunity? Okay. And I get, well, there's enough people out there that he don't have to join. I said, ma'am, I understand that, I say, now I'm not begging you to let your son join the United States Army, but I'm just telling you that your country runs on the backbone of sons just like yours. Now you're fortunate that yours is still alive, there's a lot of mothers around that are weeping and have wept, understand, because their sons are going on for that responsibility. Now, will you reconsider just letting us talk with him and explain our programs to him? Well, he's going to come in the Army and get killed. Yes, ma'am I understand your feelings on that, but you don't understand the United States Army. Ma'am, we're in the peace keeping business, not a killing business. They can take that label and burn it because it doesn't apply to us anymore. We haven't been involved in a major conflict since the Viet Nam war back in 1972 since it was terminated. I say, now, does that give, give you the general idea we're out seeking to destroy somebody like your son? No, it doesn't, but I still don't want him to join the Army. Yes ma'am. And then she came back, she told me, you know what? You are just insistent. I said, yes ma'am, I understand that. That's my job. I love doing this job and we need your son. Now, I could come out there and talk to you or you could bring him here and talk to us. You're not going to draft him are you? I said, no ma'am all I want to do is show him some of the programs the Army has available. Now, it's going to be up to him to make that decision of whether or not he wants to enlist. We can't force him in under duress. That's not the way. We want him to enlist on his own free will and we're not forcing you to sign any papers for him to do that. You make your own decision.

Interviewer: Any thoughts, anything on closing you want to talk about before we go on?

Subject: Well, people talk about that two-choice or double question close. I thought that was pretty good.

Interviewer: What's a double question close?

Subject: Two-choice or double question? Would you like to enlist today or tomorrow? You know, two choices, yeah I'll join Tuesday or Wednesday. Another one is just do it. You say that you will need this amount to do a four-year education. Okay, John, what day tomorrow, and what time tomorrow can you sit down,

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because I want you to enlist on Tuesday. Just straight out tell him what you want him to do.

Interviewer: DEP maintenance. When you were a recruiter, how did you keep your DEP loss low?

Subject: Only for a medical reason or something like that. I didn't tolerate, you just can't tolerate, you have to be forceful when it comes down to letting him go. You have to let these people know that you are the sergeant and they're privates, right. You instill that in them. They work for you.

Interviewer: Instill that in me.

Subject: Ain't nobody quitting. The only way somebody leaves is somebody gets fired. I ain't firing nobody.

Interviewer: You say that to them?

Subject: That's right. That's what I tell them. I tell them from the heart, baby. One day, well the last DEP we've had here at the station, we've had company level DEP functions that I sponsored last week, but anyway, I'm a master at giving talks, you understand, and I will almost put those people into a frame of mind that they really feel important. How many recruiters fail to do that? They fail to make those individuals realize the importance of what they're doing.

Interviewer: What do you do that let's them know that?

Subject: I bring them in. I want to see you. I want to talk to you, right, more than what's specified in that great mission. I'm your boss. I got to know what you're doing. You know, not just only every two weeks. You know, not just, you know, when you feel like calling me. I demand that you call me. That's your responsibility. Now if you can't accept that responsibility now, baby, you might as well turn your contract back in, because I'm just not going -- because you're not disciplined or whatever. You're not scaring them, you're just telling them. And then, I go into the spiel about, you know, you're a very important person in the United States Army. I say, without you men and women, wouldn't be an Army. I say, believe me, the backbone starts right here. That's to familiarize themselves, that's recruiting. Get that rapport going. Before long everybody's talking after I have stopped making adjustments. I just let them talk among themselves for about ten minutes. And then I'll come back and tell them what I want to do

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-- call in referrals. That's their job.

Interviewer: Now is this what you did when you were on your own as a recruiter?

Subject: Yeah.

Interviewer: I'm picking up your preferences for group meeting, first of all versus one on one.

Subject: Okay, now one on one? My people had to call me every Monday. They didn't call me on Monday, I was calling them on Tuesday, find out what happened to them. And believe it or not, if they didn't call me on Monday, there was some real reason why. I had one man didn't call me. Couldn't get a hold of him. And I found out he was in the hospital. When I found out he was in the hospital, I took him some flowers.

Interviewer: Well, let me rephrase my question. Most recruiters have a preference when they're doing DEP, preferences either to do it with a group of people, or to do it one on one.

Subject: Oh, oh, oh, my preference is the group.

Interviewer: I was just checking. When you were a recruiter, did you get them together? Tell me what kind of activities did you do as a group other than the group meetings?

Subject: Okay, we talked about, we did things like gas mask training. I would go out and get weapons, right, let them get a general feel of what the weapons were like, you know. Let them sit down and take them apart, put them back together. We would actually go outside and do drilling ceremonies, we would march, right. And believe it or not, when they start singing them cadences to get motivated, right, I knew then, you understand, that I had a good DEP program. Because everybody that was there wanted to do that. Okay, and another thing that we would have those DEPers do, to make them feel like they had a purpose, right, I would have them come in the station some time and I would actually have them to pull out some of my lists and give me a general idea of what some of those people are, what they look like, what they're doing. At the same time, it helped me to find others. If you say, Johnny, hey, you know, that boy's a strong drughead, son, you don't want him. This guy, right here, shoot, he ought to be in the roly-poly parade, you know, he weighs like, two hundred and

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seventy or eighty pounds. Use them, they think they're being effective when they're used, right. They are privates, right. Privates are to be used, right. That helped me a lot in maintaining.

Interviewer: Anything else on DEP?

Subject: You always want to do something training-wise, right, that's going to make that transition from civilian life to military life. You want to go over things, things such as uniform code, military justice, salute, when to salute and not to salute, uniform, uniform maintenance, right.

Interviewer: What's important about those?

Subject: What's important about those? What happens when they get to basic, right, they start going through this, hey, you know, Sergeant _____ showed me this. You know what? I already know how to do this. That's not bad. Like last week. I took the entire company, okay, and I gave a DEP function, the entire recruiting company, and we went over, we had set up outside of 20\$. We had drilling ceremony set up, we had, we even had physical training set up, people had to fall into ranks, right, what repetition there is, you know, all this stuff, right. They really learned a lot and afterwards we had a fifty dollar savings bond drawing. We gave away some of the clocks to the people that had referrals and jackets and we had E2 promotions for those who were qualified for E2 promotions. And we did that out in front of about 60 or 70 DEPers, all right. That gives them incentive to be the next person standing up there in front of that formation. And after we did that, my wife, I bought a whole bunch of giveaways, right, like hats, wallets, stuff like that. And I said, now each person that gives me a referral today, gets to walk away with one of these fine gifts. And after that we took them out for a steak dinner. Now, do you think they're not going to go tell everybody that they went out and had a steak dinner?

Interviewer: That's real popular across the country. That's where people are being taken for DEP, steak dinners. Just a little thing I picked up.

Subject: The whole thing didn't cost but about four hundred thirty-five dollars. So the next time you have a DEP function -- and what I did last year is, I went and ordered all the groceries -- now this is a little time consuming -- but I took them all. That's right man. Bought about four chickens and I barbequed for them. And we had a good response.

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Don't ever allow them to get personal by calling you AS or Steve or whatever the case might be. They call me Sergeant, you understand. They address you by your military name. And you address them accordingly by their Private Smith or Private to let them know, you're in the Army. That's right.

Interviewer: All my people have said they'll do almost anything with their DEPers except drinking or anything like that because you can't, you, you, you break it then. You break that, what do you call it?

Subject: Line of communication.

Interviewer: Yeah.

Subject: And you put yourself in a lesser position. They won't care nothing about you. No matter what you do you let them know you're the boss.

Interviewer: Guidance counselors.

Subject: Local? You hate to see them come, but you can't live without them.

Interviewer: How are they in this area?

Subject: Believe or not, there's not a guidance counselor out there that cannot be communicated with if it's done properly. Most recruiters make the mistakes of doing directly, directly those things that guidance counselors don't like. You know, guidance counselors have a very deep sense that they are in control of the schools even though they are not principals, right. They feel like everything that's going on at that school that's education, education or future, is in their hands. And you have to treat them very, very delicately when you talk with them.

Interviewer: Give me an example, first, of the mistakes people make. Then we'll go on to the good stuff.

Subject: Okay a guidance counselor in schools, one of the biggest mistakes that a recruiter will make is when they go to the schools and they're not, their personal hygiene is not up, they don't really look like a the caliber soldier that the counselor wants their, their students talking to. Or they go in and they are a little too overly friendly with some of the good looking pretty little girls, you know, and they make little innuendoes, you understand, don't go over very good with the counselors. And, and all these things have a tendency to do, right.

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Recruiting in schools, you should never do that. As a matter of fact you shouldn't even conduct appointments in schools. It's a waste of time. I've never seen one that's go in cold, productive.

Interviewer: You have something behind that.

Subject: Do I have something behind that? I don't, based on people here in my station, right, I don't want them conducting appointments in schools. A kid is in school for one purpose, and that's to learn. I don't give a damn if it is a study hall, right. That's his time to do his homework or whatever the case might be. He has that study hall for a reason.

Interviewer: What should recruiters do in school?

Subject: Recruiters should get the names, the telephone number, right, the address of that individual and contact that individual for an appointment after school.

Interviewer: Is it okay to contact them for the appointment during school?

Subject: Sure it is. To contact them for the appointment, not to conduct the appointment, but nine times out of ten, that teacher's going to be pissed off if you pull him out of his class. Now, how can a student learn sitting in a guidance counselor's office learning about the GI bill. Would you allow that if you were a teacher? I, personally I don't, I wouldn't like it. I don't like and I never have liked conducting the appointments -- I may have conducted two appointments in school. I want a name and a number, I want to be on my turf, I want to be on their turf where I can really talk effectively, right. That is beneficial to me, not for me to sit down and waste forty-five minutes of my time in a school or conduct an interview that I'm not going to be able to do properly, that I will have to go back and do, redo later on -- which will take another hour to forty-five minutes of my time again.

Interviewer: You're twenty, twenty plus miles out and for the initial contact the school's a convenient place to go. I'm just saying those are some of the factors you know.

Subject: You know, you have about twelve hundred miles a month on your government vehicle, a nice credit card. That's what they need, they need the exposure. The school's always going to be there.

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Interviewer: Back to guidance counselors. School, let's finish that because you had some thoughts. One thing was stressed, was staying professional, let's not make comments about the girls, let's not start talking and flirting, you know, let's keep our heads about who we are and what we're doing here. Anything else?

Subject: I think a gift to the guidance counselor at the beginning of the year, one at the end of the year is fine, some type of gift as a memento or something of them being so helpful during school.

We have established rapport with our counselors even the ones in day-school. They'll call you and say, Sergeant, boy, look, you need to talk to so-and-so, so-and-so and so-and-so. Give them a call this afternoon. And don't tell them I told you to call. But see, we get the same help there, right, but we don't go into offices and stuff like that, but they would, they would do that. But I kind of respect that.

Interviewer: You were telling me what people can do wrong, what can people do right with guidance counselors?

Subject: Okay, some of the things that people do right with guidance counselors. Especially new recruiters. Is have that old recruiter, if he's around, go over to that school with you, right, and introduce you to the guidance counselor. Take some type of gift when you go, right. That's to embed in their minds that you are the new recruiter and you are there and intend to provide or to be a liaison between that school and the United States Army. Number one. Number two, always when you go to the school, check with the guidance counselor before you begin to go run around that school. Don't run around that school talking to people in the hallways. If you have an appointment, go to the guidance counselor about that appointment, okay. Another thing that you should always do with the guidance counselors is, any type of information, or any time you have an individual process for enlistment, right, you should notify that guidance counselor that that individual is going to be out. Now once you implement her in the total school work, the total school process, right, she's going to be very cooperative in assisting you in whatever you are doing, or whatever the case might be. That's the one thing, always include her.

Interviewer: Okay. Will that get you the respect of the counselor?

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Subject: That will get you more than respect.

Interviewer: MEPS guidance counselors. Do's and don'ts.

Subject: Do's and don'ts. Is this for a recruiter?

Interviewer: Yes. What do you do that's different from other people?

Subject: Who me? I earned respect.

Interviewer: How'd you do it?

Subject: Oh, wow, a long time to fix. Administrative excellence. I got a whole bunch of those awards when I was in recruiting. You know. I sent out packets, you know,

Interviewer: Who gives those awards out?

Subject: The MEPS does. The MEPS does. And as a matter of fact the same year that I got recruiter of the year was the same year that I got the administrative excellence award at the MEPS.

Interviewer: Is that how you earned respect with them?

Subject: That's part of it. Okay. You earn respect at the MEPS by doing your job scrupulously, right. By not sending an applicant down there in a frame of mind that he can conceal information, right. You counsel them before they go down and advise them that the guidance counselor's there to help you get into the Army, not to keep you out. And anything you tell them they're going to utilize to help make your enlistment commitment.

Interviewer: Now, how would you say that to them?

Subject: Okay, John, when you come off your physical tomorrow you're going to be going to see what we call the guidance counselor. And that guidance counselor's a guy just like myself, right. He is concerned about your future. Now when you sit down to talk to this guidance counselor, he's going to ask you all types of questions about your interest areas, he's going to take and place your scores on the computer, he's going to take and place your personal qualifications on the computer and he's going to request the type of job you want or assignment you want. Now, he's a very laid-back, cordial individual. Now, I want you to be as open as you possibly can with him because he is your link between civilianship and the United States

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Army. He's going to help. I want you to be honest with him and make sure that you don't let him force anything on you that you don't want. If you run into any problems, you go to the phone, you call me before you come back. That way if a person is on the computer and he does not get what he wants and before that guidance counselor turns him loose and sends him back out of the door, I tell him to call me. And over the last few months I've saved about five or six of my kids.

Interviewer: Well when they called you what is their attitude about the guidance counselor then?

Subject: Well, Sarge, he just didn't have what I want. They're not really uncovering their needs and so forth. That's a very big mistake. If I have to go over to 21\$ which is the second guidance counselor's office, they don't have any problems with them.

Interviewer: Anything else on guidance counselors?

Subject: I always tell the guys to respect the guidance counselor, you know, and to be, you know, friendly to him, right. That's their link to success or failure. You know, if they ask me to do them a favor sometime -- hey, you do that, you know.

Interviewer: Once people are in the Army, what happens?

Subject: Well, I get a letter from them. I get a letter.

Interviewer: Tell me about it.

Subject: Well I tell you what, let's just pull one out here. This is the one I got last week. Says, "Dear Sergeant _____, I am letting you know that I am doing okay and this is a very nice company that I am in, Bravo 324. My drill sergeants are Sergeant _____ and Sergeant _____. They are very good drill sergeants. We run at least one and a half to one mile each day and we exercise more than I could ever imagine. You could have told me to learn to do more pushups correctly. I also can do up to 35 situps now. Well, other than that I'm doing great, I've lost five pounds and I'm looking good. Will write later." I get thank you notes. Thank you cards.

Interviewer: They just send them to you. Do you keep in contact at all in any way, shape, form?

Subject: I'll write occasionally, but I just can't answer each letter, right. I'm going to tell you when I was

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a recruiter, right, I had over 80 percent of the people that I enlisted that came back home during the Christmas break came down to see me. That's right.

Interviewer: What if you did, people didn't come by to see you?

Subject: They may have not have came home, you know what I'm saying? But they may have had duty or something, I don't know. But let's say the ones that came home, all the ones that I knew and saw, came by the station to let me know how well they were doing.

Interviewer: Did any of them ever ask you for help after they were in the Army?

Subject: Sure. I had a call two weeks ago from a girl I put in a year and a half ago as a chaplain assistant out in California. Tracked me down, and she was telling me that she was going through various experiences since I enlisted her in that job. It has done a great deal for her life and she just wanted to thank me even though she took so long to do it. Gives you a feeling of accomplishment.

Interviewer: Does it help you to know you've done a good job?

Subject: Sure. You know sometimes when I was in _____, I could be out mowing the yard or raking leaves or something like that, and I'd see a car pull up in the driveway. And it's somebody that I enlisted in the Army. That's right. How do you develop that rapport? Care, share.

Interviewer: Do you ever speak to Mom and Dad after their kid is gone to basic?

Subject: That's right. I get invited over for lunches. I get invited to weddings and I get invited to parties.

Interviewer: What is this power you have that people reach out and touch you?

Subject: What is the power? I don't know. It's probably about the same thing that a pope would have or a minister would have. You know what I'm saying. I know, see I don't have a guilty feeling when I, when I do something. If I put a man in infantry, I don't push their arm back and make them enlist. He just is, he's just as grateful to me as that guy that I take and I put in OCS or warrant officer flight school. You know, both of them have equal importance as far as I'm concerned.

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Interviewer: What would you do, now just go with me on this one. Let's say you put in a whole bunch of people, ten people went in today, and none of them called back to you. What would you do?

Subject: I would be very disappointed.

Interviewer: Would you do anything?

Subject: There's not too much that I could do.

Interviewer: Well, let's say they're in basic training and you haven't heard from them.

Subject: I know there are things that I could do, would be to probably check up on them. But I don't want to do that because they're having a tough enough time as it is than to be worried about where that long distance phone call came from and who it was from and what did he want or whatever the case might be, right.

Interviewer: Let me ask you something else. What do you say to them? I mean, they've enlisted in the Army. They've gone, they're sworn in, okay. They've gone through DEP, they're leaving. Do you see them before they leave?

Subject: Yes I do.

Interviewer: What do you say to them before they leave?

Subject: I say, John, it's not going to be easy. I say, but John, nobody likes a failure. I say, you got some difficult days ahead of you. I say, I want you to apply yourself, basically as I have told you from the day that I saw you, that day that I met you. I want you to give one hundred percent. I expect to hear some good things about you and I expect to hear some good things from you. Now, when you go to basic training you strive to do your best. And I have a little poem, you understand, that I normally do during our last DEP function, right. And it goes something to this effect. "If you can't be a ? be the best little shrub on the side of the hill; be a bush if you can't be a tree. If you can't be a highway then be a trail; if you can't be a sun be a star. It isn't by size that you will improve to be best at whatever you are." And that ties directly in with, be all you can be. That's what I want from you. That's what you are capable of doing. I want to hear good things about you. That's what I tell them. You have to give them direction and guidance.

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To me, to let me know how you're doing. Even though you understand, he might not be -- as far as your achievements and your accomplishments are concerned in basic or AIT. But you can call me back and you can let me know wherever you are or whatever you're doing, I know you're doing your best. And that's what counts.

Interviewer: That's great. I mean, when you tell me you're getting like 80 percent of your DEPer's are getting back to you within a couple years in some way, is that right?

Subject: Yeah, right.

Interviewer: I mean, you're doing something ahead of time, giving them permission to do that.

Subject: You know, if I don't get a letter, you know, once or twice a week from a person that I enlisted in the United States Army, I don't feel I've been doing my job. I don't feel like I broke that ice in between, you know, he and I. That's where that rapport comes in. If you have that, you'll have a lot less DEP loss. When that guy comes back, to me, brother, he's going to be a benefit to me. Even if he's only going to be back for four or five minutes. You know, I see these guys that I put in, they come back and they're different, right. They're kind of hard to recognize. You know, I kind of play around in my mind -- I had one guy that I enlisted, he came back and did his last eighteen months in Fort , 2\$. Got out of the United States Army, I went with him down to State University to enroll him in what we call the Education Assistance Program then. Got him enrolled and he still comes back and forth every now and then and lets me know how he's doing in school. His dad retired about last year some time, now he's going to get his education degrees. And he's in ROTC, regular ROTC. Anyway, I told him I'd put his brother in after he got out. I got his brother and his best friend.

Interviewer: That's the fun part, it's smart recruiting too. It really helps you.

Subject: Gets you IRA. IRA, Individual Recruiting Account. A long term investment.

Teach them responsibility now, that's one of the main messages discipline and responsibility starts right now. You start teaching them that, in basic training when the drill sergeant tells him to do this or he tells you to do that, then they're

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disciplined enough to go through, to get it done and to get it done right.

You know, like this one case we had maybe about a couple months ago, maybe it hasn't been that long, but this one guy was wanting to enlist in the United States Army, okay. He didn't want to be far from home, but then still he needed the money. And I told him, I said, look, you go ahead and enlist in the Army. I said, you let me worry about her. Now, what I want you to do when you get to basic training is make sure that you get the documents back here as soon as possible to get her an I.D. card. All right, you sign off on -- give to you, he signs off, you send them directly to her and you tell her to come see me and I will get her an appointment. So that's still part of the job. And believe it or not, that's -- his brother has been on the job market maybe three or four years. I enlisted him two weeks later.

Interviewer: That long cycle, is that recruiting cycle?

Subject: Yes, that long cycle is ? Now, you know, you're not penalized for putting that guy -- wherever that guy comes in in that cycle, whether it's six months from now, whether it's a year from now or two years from now or what, you better believe it's going to benefit you. It's going to benefit you.

Interviewer: Time management.

Subject: Okay. Time management. This is one of the most important things that, I still emphasize that, time management to my recruiters. We start preparing our long range and short range goals, right. We should always make sure that we plan those once we get our planning guide in, keep those things up to date. This is a must that we do that. Tell them how important it is to have a good time management schedule. In this time management schedule you schedule everything that you start doing at the beginning of that day. You get up at such and such a time and do such and such, you schedule it all the way down to the end of that duty day. And you stick with that program, you stick with that program irregardless of how much you attempted to -- if you stick with your management program, you're going to save yourself some time tomorrow. Now, on the time management program, all your appointments, you should ensure that you call those people at least the day before that appointment and one hour before you are scheduled to go out on that appointment to ensure that they are going to be home to keep you from wasting a whole bunch of

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miles on the road to get to somebody that's not going to be there when you get there. All right, another thing that you want to do with your time management schedule is always plan time enough to interface with your station commander because he's the guy, he's the guy that you gotta see on a daily basis to help you manage your program. It's not the fact that he's going to be beating you up, but he is help guiding you to a more effective recruiting program. He is the director of that band. Now, have you ever heard anybody try to play music, you understand, a whole bunch of instruments, without a director? It sounds pretty bad, doesn't it. Now, he's trying to help you make sweet music, understand, and make your schedule a lot more pleasing to work with. And another thing, always plan time for your family. They are the most important thing to you. And you plan time for yourself and plan time for your family. That's part of your recruiting day too. You gotta do that. If you don't plan it in here, and you don't plan to get out of this office before late night hours, somebody suffers. And a rate of what, about eight out of every ten recruiters that stay on recruiting duty 23 years being divorced, you can definitely plan on being divorced if you don't plan time for your family. That's right. And it doesn't take sixteen hours a day to be an effective recruiter. It's not the quantity of the work that you do, it's the quality.

Interviewer: Anything else?

Subject: If you're going to be late for an appointment, call and let them know.

Interviewer: How about things like clustering appointments, if you got to go fifty miles, try and get people in that area.

Subject: Right, whenever you are going out to conduct an appointment within a given area. Let's say if I was going out to a county tomorrow. Tonight, you understand, based on my production management requirements, I would find a list of graduates or seniors or whatever the case might be to call before I went in that county to conduct that appointment hoping I can arrange another appointment out there in that county while I'm out there tomorrow so I won't have to turn around and drive 75 miles back the next day to do another appointment. So, you're going to an area, you conduct an appointment, hopefully some of the people that you don't have names and numbers for, you can contact those people by knocking on a

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couple doors while you're out there. It doesn't hurt to do a little bit of area canvassing in between appointments. Always keep a certain amount of RPIS and so forth with you to post the area when you go out. I mean, if you got a RPI rack in the county post office, you make sure that you go by and check that post office if you're going to be out there and make sure that everything's in there neatly, right, and not just thrown over everything. Okay, now, you want to make sure that you do that and if you can stop at a few stores, do a little bit of politicking, put up a few posters, right, that's going to benefit you too. That's a good part about time management. Now, if you're recruiting, before you leave that recruiting area, call your station commander and let him know where you are and what you're getting ready to do because I've experienced this on so many occasions that my recruiters out in _____ county, right. He's leaving there and not calling me before he leaves and, hey, he's got two guys that's been referred from the same place and he has to turn around and go right back out there again the next day. So he should always call and talk to that station commander prior to leaving that area to find out if he, there's anything that he needs him to do up in that area. Recruiters, don't ever schedule appointments too close together. If you schedule an appointment in one area always check everybody else for the contacts that you have been unable to make, pull out their names and addresses and maybe knock on a few doors while you're out there. That's basically about it on a daily time management schedule. On a monthly time management schedule you always want to program enough time to visit your high school, right, especially prior to one or two high schools, you always want to keep them abreast of current changes. And on your long range schedule make sure you got all your ASVABs and then when to ASVAB, the people should be contacted to change dates or rectify dates or whatever the case might be. Always keep a good neat planning guide, one that's legible, so in case you are out of the office and somebody's got to come in and fill those shoes that means they can look in that planning guide and find out what you're supposed to be doing. That helps the program out a lot.

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Interviewer: So, what do you want in a job?

Subject: What do I want in a job? Satisfaction for one. I love what I do and that's the only reason I do it, I do it so good. That's probably the main reason why I do it so good. Because I really like talking to people. I like being exposed, you know.

Interviewer: What will having that do for you?

Subject: What will that have to do for me? Well, I guess it will get me own peace of mind like. You know I guess it will just tell me that I'm, you know, I know I'm good. And I know I'm doing good. And maybe I'm not getting rewarded now but in the long run I will.

Interviewer: And what's important about that?

Subject: What, getting rewarded and getting, in the long run, yeah, getting promoted is rewarding. You know, it will be a sergeant major or something like that, yeah. You know because I chose the Army and I'm going to choose the Army as a career. I'm going to stay here as a career, I'm going to, you know, I'm not almost certain yet that I'm going to stay in a career. I just might get out next year or the year after, I don't know.

Interviewer: Is there anything else that's important about satisfaction?

Subject: Yeah, there's things, but I, you know, just every day things, you know.

Interviewer: Like what?

Subject: Well, some days you're happy, you know, yesterday I'm happy, I got a contract yesterday. Okay, tomorrow I'll be happy, I'll get another one. But then you got them days when you don't do nothing. I mean, you can look at your thing and it's, you look at your planning guide and it's blank. You didn't earn your paycheck, okay. You know, I'm not satisfied when I go home. Okay. But there, you know, I can sit there and make phone calls all night to Johnny and Jane and never get an appointment all night long, you know. I'm not satisfied then. And then neither is the, neither is the head shed either because they go, oh, what, don't you know the standards, you know? Well, yeah, then that, then as soon as I had a bad day then they, the next morning when I call in my report at seven o'clock, then they make me have a

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bad day all over again two days in a row because they say, oh, don't you know what you're doing? You know? And that's when I get a bad attitude then, real quick. I'll get a bad attitude, you know and then I'll have, being here as a one-man station I have to kick, turn around, kick myself in the butt and get motivated again. Okay? And I can do that, okay, with my own self, self pride. But there's days where you'll see and I, I won't accomplish a thing.

Interviewer: Job, you want satisfaction. Because it gets you neat stuff like promotions, gets you through the day. Anything else you want in a job besides satisfaction?

Subject: Yeah, I want, you know I want, it falls right in there, I want to know that I'm doing a good job, that's satisfaction and rewarding. But also, you know, when a job, I need to be trained. You know, I need to be constantly trained on new things, I feel. You know. Other than that, well, no I can't think of anything else.

Interviewer: How do you know that you've done a good job?

Subject: My numbers - prove it. Okay. And every once in a while I'll get a phone call saying I did a good job. Okay. And I know, inside I do, inside I'll do a good job. I know inside I've done a good job.

Interviewer: How do you know that? By the numbers?

Subject: No, yeah, by the numbers one, and just by my own, by my own, you know, feeling. You know, I can sit here and not write a contract this month, but I damn sure tried because I put ten people maybe on, in, on the floor, on the physical floor or whatever.

Interviewer: So, so how do you know you've done a good job when the numbers aren't there.

Subject: When the numbers aren't there? By, by proving that I have worked for the whole month.

Interviewer: How do you prove that to yourself?

Subject: Well, to myself, I, I look at my list and by prospecting and know what I've done, and I can, I, you know, by putting people on the physical floor if they don't contract, hey, they don't contract. I know inside I've done everything I can to make my numbers. And if I didn't, well, so be it, you know. You know, but at least I tried.

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Interviewer: For you now, what's important about working?

Subject: What's important about working.

Interviewer: We may have covered some of this in what do you want, the prior question, but you're here, you're a recruiter, you're planning to go to Double OR which tells me that it's a career you'll, you may want to stick with at least.

Subject: Right.

Interviewer: What's important about that particular career field for you? And you've decided to change career fields in the service. There's something, I'm assuming there's something about recruiting that's different from the other fields you were in, because you could get promotions in them too I assume.

Subject: Well, promotions I think, and history tells it by the promotion system that, promotion's a little faster in this job, okay. For the successful people, okay, but then you got the old, then you still got the people that move up and, screw up, move up. Okay. You still got them no matter where you go in the Army. That's, you know, hopefully someday when I'm boss I can change that. You know that's going to happen.

Interviewer: So we were talking about what's important about working for you. About working this job.

Subject: What's important -- well, I think one of the things is important is, yeah, it falls back on the satisfaction but then appreciation, too. And that falls under satisfaction, I guess. But when I put somebody in, I believe in service after the sale. Okay. And I don't mean like a, not like an insurance salesman or anything, but this guy goes into the Army tomorrow, he leaves for basic training tomorrow, I lose contact with him, okay. And the only contact I have with him is to call his mom and dad. And I do, after they've been in the Army about two weeks, I, instead of putting them in the terminated file and forgetting about that card until the kid might walk in here after basic training and see me or he might not, 90 percent of my people walk back in because I tell them. I says, when you come back from basic training, you wait, you got two things you can do, you can come in and shake my hand and say thanks for doing it, or you can punch me in the face if I screwed up your life. And I haven't had anybody punch me in

the face and I've put in almost a hundred people in a year and half, okay. So, and I, and what I do is I follow them up in two weeks, but I follow them up by their parents. I call their mom and dad and say, how is Susan doing or how is Jimmy doing or Johnny or whatever. And they say, oh, he hates it. He's having a rough time, in fact I was on the phone last night for two hours with a parent. Well, about an hour, hour and a half with a parent last night about 6:00. This one parent, their son's doing great, their girlfriend, his girlfriend is driving them nuts. She's calling them, calling his company, she's threatened to go down there, fly down there and, and pull him out of basic training and I mean she's just totally freakin' out, you know. And so she says what do I do in that case. I said, I don't know, you know, I don't know what to do in that case. I said, but tell her she's going to get him in trouble, I don't know. So I guess, being, you know, and then, yesterday afternoon I had a parent walk in here, okay, a young man's in Germany that I put in back in October. She walked in here and says, my son's going to ask you to be in his wedding, okay. I'm going to be, he wants me to be an usher in his wedding when he, you know. It's going to be a military wedding. He's coming back, in fact I think it's the 31st of May he's coming back to get married. Yeah. 31st of May at 4:00 in the afternoon he wants me to be in his wedding, okay. Right there, that's, you know that tells me right there exactly how he feels toward me, okay. You know, I, I feel good about him, you know. This guy was a college grad, he went in as a cook, he had \$15,000 in loans to be paid off. The Army's paid them off, you know. He loves the Army, he's over in Europe, he's going to take his wife over there, you know. So and to be asked in his wedding, that's never happened, okay. I've been invited to a lot of guys' weddings, but to be in it, hey, that makes you feel appreciated. Yeah, you know, that's right there, boom. You know and I'm going to try to get some of our people from 1\$ down to take pictures of it. You know, to be the official -- you know, to have like a big write-up in the paper, you know. Hey, recruiter is an usher, you know, on a recruit, you know, a little PR, you know. So, you know, I'm going to try to do that. I got a couple months to work with this. But that right there yesterday when she came in and said, hey, you're going to be getting a letter from him and he wrote me. I got his letter yesterday, two days ago, she said he was going to write you and ask you to be in his wedding. You know, that's, that's an honor right there. So that's what, that's the name

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of the game, you know. To know that I'm doing a good job and I haven't, you know, said, okay, join, join, join, join, join. And then forget about it.

Interviewer: Is appreciation another way you know your satisfied?

Subject: Well, yeah, I'm satisfied now, you know. But I do a thing, I give all, I give all my people that are in the program, I give them all my home phone number. Okay. And I live forty minutes away from here, okay. And it's a different area code and I tell them to call me collect any time even when they're in basic or when they're home, okay. And I tell them, I tell them I said, you can call me at two o'clock in the morning if you're so drunk you can't drive, call me and I'll come after you. And in a year and a half I've had one person call me, he called me at three o'clock in the morning, said, sarge, I'm down, he was down by 2\$ which is about an hour from here. He says, I can't get back. He says, the guys left me, he says I'm there, he goes and I don't know how to get back. And I woke up and got on a pair of jeans and went after him, okay. And, you know, sure it didn't mean nothing then, okay. But that kid, it might mean something there because he's going to bring one of his buddies into me maybe, you know, or something like that. You know, and I'll do that and I've had people who call me, you know my wife goes, Jesus our phone bill's ninety dollars or whatever. I've had people call me from Fort Dix, New Jersey collect or Fort Bragg, North Carolina collect at ten o'clock at night. Hey sarge, man, I love this airborne stuff, or I love, you know. And that's a good feeling, you know. Because that guy's coming back to this community on leave sometime and he's going to tell somebody, hey, that, the A\$'s a lot better. And in fact, you can walk out on the street in this town, and ask do you know Sergeant A\$ and do you know the Marine recruiter, and they'll say, yeah. And you can do a survey, you know, do the famous surveys and they'll tell you which one is better around here.

Interviewer: Okay, why did you choose to go Double OR? What's in it for you?

Subject: What's in it for me? Faster promotion, and probably the most important thing, to build an Army the way I see, okay, I mean, to build, to build an Army the way I'd like to see our Army, okay. We got enough dirt bags in the Army, okay. And you can look in my box right there and, you know, this is a bad thing to say, everybody that comes in or

everybody I talk to that wants to join. I don't, I don't, I look at them real closely before I join them. Before they join for me, okay. Now dirt bags, I've only ran two waivers in my whole career, okay. One was for disorderly conduct when the kid was like fourteen and one was for petty larceny when the kid was seven years old, he stole a pack of gum. Okay. We got enough criminals, we got enough low mentality, enough non-high school grads, enough, enough people in the Army without a diploma that I don't need, I feel I don't need to put them people in. And I, and I look real hard on putting them people in and being a one-man show, I can kind of direct that. If I had a boss that said, oh, everything that does, you know, go, but I kind of look at them. I gotta', I might have to serve with them guys again, or them girls and I have to be in charge of them, and I know what they're like now, I don't want to be in charge of them, okay. And there's not a person I wouldn't, I wouldn't want to work with that I've put in. I'd work with any one of them, and, you know, a lot of people can't say that.

Interviewer: What are the, the characteristics you look for at the gut level?

Subject: Well, first of all, I tell a person usually when I first sit down them in the initial appointment, I say, look, I won't lie to you if you don't lie to me, okay. And it kind of breaks the ice. And if I catch a kid in a lie, he's dirt. He's a dirt bag. I will never talk to him again.

Interviewer: Does that ever happen?

Subject: Oh, yeah. It's happened a few times.

Interviewer: Give me a concrete example.

Subject: Well, you know, I've had a kid, you know you basically qualify them and they say, have you had any medical problems? No. Have you had any law violations? No. And then all the sudden you fill out the packet on him, he's ready to go and all the sudden he comes up with, oh yeah, sarge, the judge told me never to tell you this. Okay. Or, yeah I had, I had a broken jaw when I was six, okay. Then that's just additional paper work I gotta do at the last minute when I could have done it a week ago. Okay. Well he lied to me and then I take another chance. Well, if he's lying to me on that, he might be lying on something else, okay. He might be holding something back. Or it's like the guy, very few times you get a walk-in, okay, at this, in

this office. If you average one walk-in a month you're doing good, okay. Who knows, today they might come in in bunches, but anyway, you know maybe you're here. But, I get a walk-in, the guy says I want to go into the Army today, okay. So you give him the test, you pre-qualify him and everything, he's all good to go. Then he gets down to 1\$ and says, tells you, I had this happen too, not too long ago, he tells you I've never, I've smoked marijuana maybe a dozen times in my life. I said, okay, no problem. He gets down there and the doctor says how many times you smoked marijuana and they threaten them with 10,000 dollar fine like they do and all this which is, which is all good. He gets down there and tells the doctor he's smoked marijuana a hundred times in the last three months, okay. They disqualify him, personality disorder, okay. He's got to come back in two months, okay. Far as I'm concerned that kid ain't coming back through my office to join the Army, okay. And I already, he already knows that, okay. Because when I dropped him home that night I told him. I says, look, if you want to join the Army go elsewhere. And I told him that, you know. And I ain't got time to mess with him, okay, because there's too many other people out there that are bona fide and qualified, okay, to join. And I don't have time for that kid because he, first of all he got down there and told the doctor that, second of all he lied to me, he should have told me first of all, okay. Because I probably, and I know I wouldn't have, never sent him down there for a hundred times, you know. Jesus, a hundred times in three months.

Interviewer: Well, we're talking here honesty.

Subject: Right, but it's honesty I believe, they better be, they better be honest with me, because I tell them, you lie to me, I'm going to lie to you, you know. I'll do the Goldie Hawn routine, hey, the condo's in Hawaii, okay. You know, they lie to me I'll fill them full of shit. And I never have yet, okay. But I'll them, just, I'll do everything I can, they lie to me I'll do everything I can to turn them off, and I will, I'll turn them off. I'll turn them off on the Army, you know, and they can join another service because if I gotta serve with that guy and I know he's high on drugs, I don't want to serve with him. I don't want to serve with him.

Interviewer: Is there any other area besides drugs that you're, you know, people are lying about?

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Subject: Yeah, moral, law violations. Medical usually catches them, okay. If you don't catch them, the doctor will catch them up there. Okay. And they catch a lot of things up there because they threaten them with that 10,000 dollar fine and that will turn a lot of heads real quick. And that's, that's probably the best thing they got going up there, okay. And a lot of recruiters say, well, you know, you gotta, you gotta to do this, you gotta do that, you gotta tell them to keep their mouth shut and everything like that. You know, if you tell a guy if he's had asthma when we was ten and you tell them, don't ever tell the doctor or you never pre-screen, we call it pre-screening people, it's going to catch up with you. It might not catch up with you on Mr. Jones, okay, but on Mr. Smith two months from now, when he's down in basic training and has an asthma attack and dies, it's going to come back on an investigation, you know. You don't want an investigation in this place, okay. I've never had an investigation yet, knock on wood, you know. And I don't think I ever will. I don't think I ever will, because I do it by integrity first. Okay. And I don't think I'll ever have an investigation. If I do, I'll be covered, because it will be the kid's word against mine, and I'll win because that kid's making up a story, okay. Because I, I know my people that I put in. Okay, my people are on a first name basis with me, okay. They, I, I told them they can all call me by my first name. You call every one of them up and they'll say Sergeant A\$, they'll never call me by my first name, none of them, okay, because I have that inner respect, but that's just the way it works. And that's the way it was in the regular Army. You know, I say in the regular Army, go back in the field.

Interviewer: When, where they're in DEP, do you let them call you by your first name?

Subject: If they want to, but they never do. I've never had anybody call me by my first name. And I tell them, you can call me by my first name, or Sergeant A\$, okay. But at that time they know they're in the Army, okay, and they respect me, okay, just like I respect them as a private, okay.

Interviewer: Respect, how do you know it's there? How do you get it?

Subject: I earn it.

Interviewer: How do you know? Give me a specific, give me a concrete example of an incident that occurred that

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during that incident, you know, they came and said, look, you've earned my respect.

Subject: Well, it all starts with a phone call. You know. It all starts with the phone, you know, how you are on the phone. Then in the initial appointment, establishing rapport, okay. You've got to put a sense of trust in that kid, okay. Like, man, this guy, I trust this guy, okay. Ten years ago an Army recruiter along with every other recruiter in the service was the world's god, world's biggest liar, okay. Oh, yeah, sure, biggest liar, no guarantee, nothing. Okay. Army's turned that right around. Come out with a guarantee and a college fund and everything. So we have to turn that, so the best, the best person to turn that around is the recruiter right now. Okay. And the recruiter has to do it by word of mouth, okay, respect in the community, respect with, respect with his peers, okay. All my peers, I'm a station commander, okay. But all the other recruiters, I'm probably lowest ranking station commander there is, okay. And all the recruiters, all the other recruiters, like down in 3\$, we're good friends, we play basketball together and stuff like that, they all call me Sergeant A\$, okay. They respect that I'm a station commander, and I call them Sergeant B\$ or Sergeant whoever it is, okay.

Interviewer: What would you be calling them, let's say you were all, you know, different command?

Subject: In different command, we still would, we'd probably still go by Sergeant, but different command, I've seen it in the Army, we go by first names a lot, okay, if we're working together, closely together. Okay, here we don't go by first names, and that's, that's, sometimes, yeah we do, okay. You know, there's one recruiter, him and my wife, my wife and his wife, and we all get together and have a party or whatever, you know, have a, play cards that night or whatever, yeah, we're on first names then. But, I'm on first names with him but he's not on first names with me. He's still calls me, yeah, Sergeant, you know. Yeah. Okay, and we'll be there, we'll be there having four or five beers that night, and he'll still call me Sergeant A\$, okay. I'm mean he'll be half looped and he'll still be calling me Sergeant A\$, okay. That's respect there and the same way with my DEPs, okay. I've taken my DEPs out and we've gone marching all day long, or not all day long, for a couple hours, and then had pizza parties. I mean, then the boys and girls can eat pizzas, okay. And we've had big pizza things, at a park and had baseball games and

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get, you know, and I call all my DEPs by their first name, okay, or I treat them, a lot of times I'll treat them like a private, okay. And I don't mean like a drill sergeant would treat a private, I mean I would, I would march them and then I'd say, hey, C\$, get over here, you know. And I'd call them by their last name like a drill sergeant, okay, to kinda', hey, that's how that drill sergeant's going to --

Interviewer: Do you say private?

Subject: No, I say, hey, C\$, okay, because you can do that in the Army, okay, by last name, okay. If you're senior over the person, okay, you don't have to address them by their rank, okay. And that's the way a lot of drill sergeant's do, hey C\$, hey Smith, get over here, you know. And I do that, you know, to kind of give them a taste of basic and I march them like basic, you know. I march them just like basic. I come out there with my fatigues on, BDUs and I march them just like a drill sergeant would. And you know, they have fun doing it. And then we soak some pizza up, and then I'll say, okay. And I'll volunteer two people, okay, you two people are cleaning my office, okay. We just got done throwing down 80 dollars worth of pizza and you guys are cleaning my office, okay. And I'll sit at my desk and they clean my office, I'll help them. But they're cleaning my office, and the next time I have them, you two will clean my office, you know. And you know, they understand that, okay. And my DEPs call me at home. I have good rapport. All, I've, in fact, there's multi-man stations in our company and our battalion that have, you know, 50, 60, 70 DEPs. I have about 16 now, but out of the, I don't know how many DEPs I've put in this year, how many people I've put in right now, but out of the people I've put in, I've got five people already DEP promoted. There's stations, multi-man stations with six, seven recruiters haven't even had one person promoted out of their Delayed Entry Program yet, okay.

Interviewer: Promotion, they have to get --

Subject: Two referrals. Two people to go in.

Interviewer: Okay.

Subject: Okay, and I've had five people promoted already this year, okay. So right there, am I doing my job? Yep, okay. Because they have trusted me because they're bringing their buddies in. And there's multi-man stations with six, seven people

in them, that are, have only had one promotion this year. And here I am, only put in 25, 30 people and I've had five already?

Interviewer: What's your DEP-loss?

Subject: DEP-loss? I've had one in my whole career and that was this year. Medical. Yep, and that was in December, it was medical. Yep. So, that's the only one I've ever had. And you can't stop a medical. I will never have a DEP-loss for apathy. Okay. Yeah, I imagine someday I'm going to bite the dust on a DEP-loss for law violations, you know. Somebody's going to get arrested while they're in the DEP. You know, or something like that. You know, I can just foresee that coming up, you know, I mean that's just normal, okay. And I might have maybe some more medical, okay. Kid busts up, this kid busted up, you know, got busted up in a football game after he DEP'd in and he was, you know, you can't take them with the busted up knees, you know, hanging by a thread, so. All right, but other than that, no problem, you know. The majority of my people go into combat arms MOS, too. The majority of my, well women, they, all my women tend to go into either communications or business. The majority of my men tend to go into combat arms, the infantry, the artillery, the armor, things like that. I very, I've had a lot of MPs and a lot of mechanics. But other than that, infantry, no other off-the-wall jobs, a couple, one language specialist, but I've never had, a lot of warrant officer flight people, I've got three people right now for warrant officer flight training.

Interviewer: What's the attraction of combat arms, the bonus or?

Subject: Well, the bonus and the college fund, either-or, you know. Too, a lot of kids from the college, a lot of college people, they're just going in the Army for a two-year break. Either to pay off their student loan that they've got, or to get seventeen grand for college, or if they got a two-year degree, they can get that two plus two plus two, okay, and man that's a big thing. You know, you're looking at two years of service, 21 thousand dollars for college, and two years of ROTC already accredited to you when you go back and start your junior year in college, you know. And I've had a lot of that. I've had a lot of girls go in that from the college. A lot of girls go into that. You know, in two short years, jeez, by the time you get out of training and stuff, you only got a year and half to go. You know. As far as satisfaction,

I can do anything if I don't like it for a year and a half. If I know I only got a year and a half to go, I can do anything.

Interviewer: And come out with 21 grand.

Subject: That's right. I could dig ditches for a year and a half with knowing that I'm going to get 21 thousand to continue my four-year degree. I could do it. I know I could.

Interviewer: You must have bright kids.

Subject: Yeah, real bright. Oh yeah, out of this area there's two types of people, their either 3A's which we call the top medal category, or they're dumber than dirt. Okay. Very few in between.

Interviewer: One thing I've been finding in people that have zero DEPs, is they have DEPers do activities that let them know that they're part of the Army and in it. What activities are you doing with your DEPers that keeps them involved?

Subject: I'll call up my DEPs, in fact Friday afternoon's a good example, one o'clock, okay. We're taking on, I'm getting together about four or five DEPs and a recruiter over in the north recruit station's getting together about four or five DEPs and a recruiter in the 3\$ station's getting together about four or five DEPs and we're going to go right down here, two blocks to the park and we're going to play a little threesome, a championship game of basketball, okay. Okay, and I'm only taking five of my DEPs out of my twenty, okay, but then next week I'll take five more, or next, you know, or next week I, I, like I got some guys that live forty, fifty minutes away. I'll just call three of them up that live out there in the general area and say, hey I'm coming out guys. Let's go out and get, you know, let's go out and do something, you know. Or I'll just go by their house and stop in, okay, or I'll go to school, get them out of class and talk to them. A lot of my DEPs come in here when they're not in school. They come in, hey, Sarge, what can I do for you? You know? Well, that's when I teach them about the Army, okay. I'll say, lookit, someday you're gonna' learn how to do something in the Army. You're gonna' learn how to have to file a correspondence, okay, file regulations and post regulations. So I'll have two or three DEPs in here and I'll, that's the time I save for my regulations posting. I'll teach them how to post a couple regulations, and I'll say, do it, okay. And they'll post them. They get a good

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sense of that. Okay.

Interviewer: What's the advantage to them of learning that?

Subject: Because it's a relaxed atmosphere here. Okay, in the Army they might have some hard-nosed sergeant over there going, hey, you're doing this wrong. We got an inspection, you know, or it might be nine o'clock at night when they're doing it and they're tired. They've been up since six o'clock in the morning or whatever. There's about, see, about four or five of my DEPs that know how to run that computer.

Interviewer: Have they ever written back to you and told you whether it was an advantage or not to learn here?

Subject: Oh yeah.

Interviewer: What do they tell you?

Subject: Well, they, as far as the marching, okay, that's a big thing, I teach them everything from salute to parade rest, to marching, to running, to right face, left face. When they get to basic training, they say Sarge that was a big help, okay. I tell them, get in front of your mirror at home and do this right face and salute, learn how to salute. And also over here, we take a part of, we have a, the reserve center here is very cooperative. We get M-16's, the basic weapon for the Army, take them, everybody gets one, okay. All my DEPs get one, I'm in charge that day. You know we get, we get tables and lay them M-16s out and take them apart, okay. And they take them apart for two, three hours and put them back together. I had one kid, when he left for basic training, he could take it apart and assemble it in a minute. Take it apart, put it back together in a minute, well about a minute and a half he could do it. Okay. When he got to basic training, he was giving classes in basic training, I mean he actually, the drill sergeant said, hey, Private, you are going to teach these people how to do this.

Interviewer: Does that help a kid?

Subject: Oh, yeah, that's a big help, I wish I would have had it when I went in. Because I would have been so much farther ahead and the guys I put in, I, I feel they're two weeks ahead of everybody, when they go into basic training, they're two weeks ahead of the people that are going in with them.

Interviewer: Are they, when they graduate, are they near the top

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of their classes?

Subject: Yeah, I've had a lot of people graduate number one, a lot.

Interviewer: Does that help your career at all?

Subject: Yeah, it sure does. Okay. Yeah, because I get a nice little letter, maybe a promotion. Yeah, I, I think it helps their career, I really do. And you know, I've had a lot of people go in and write back and come in and say, man I'm glad I learned how to do this, okay. A lot of them take it as a joke over there and then, I say, well, you can't take this as a joke. You know, you've got to learn it and you've got to go home and get in front of that mirror and do it, okay. And, you know, that's one thing I do, you know. They'll run the computer, okay. I have them just come in and play with that computer. I said, play with it until you get it right, okay. You know, just experiment with it, you know. There's nothing they can hurt on that computer, you know. Nothing they can erase, you know, nothing they pull up that secret information or something or classified, so, you know, they go ahead and do it. And they'll bring their buddies in and, and instead of, you know, I had one guy who would bring his buddies in and show them the computer without even me going over there and talking to them, you know. They say, no sarge, don't come over, you know, this guy's not really sure on the Army yet, okay. And he'll sit there and talk to him about the Army and then is all I gotta do is follow up on the kid, you know, and do maybe my pitch. You know, and I've had, I got one, another guy comes in and he'll say, these little, these little art gal racks, I'll got a couple around the town, these little art gal racks with our information, you know, Army college fund, he'll say, hey Sarge I need some more like them newspapers - choices. He'll come in and say hey Sarge, they're all out at the school. He'll come in and get them, okay. He'll come, I don't even have to go up there and refill them. You know. I just gotta go by and check them. He checks them for me, okay. He'll go, hey they're all out, give me a whole stack. And he'll stamp them for me, staple my business card on the inside, and replenish them for me, you know. And in turn, what do I do for him? You know, well, you know, I try to help him, you know, to get referrals, I try to, you know, I try to help him as far as helping him get through basic training. And a couple of my people, what I've done, is I've written a nice letter, okay, I've written a letter, typed it up,

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with our company stamp on it, our company heading, written a nice letter of appreciation and given it to the young man, and said, hey when you get to basic training, tell them to put this in your official file. Okay. And they'll say, oh this, you know, a lot of people say, oh this don't mean nothing because it's from a sergeant, okay. I've got a lot of letters in my official file from sergeants, okay. It don't mean nothing, when you're a private it means a lot. Okay. When you're an E6, to get a letter from another sergeant doesn't mean nothing, but it all looks good. Okay, you're just building your file for promotion, okay. And that guy, that general, or that sergeant major on the promotion board, might say, hey look at this guy when he was in the Delayed Entry Program, he hadn't even got a haircut yet, and he got a letter from his recruiter saying what an outstanding guy he was. And then here's one five years from now, okay he got another one five years from now from another sergeant. But this guy's an E4, he got one from an E5, you know, hey this kid's done good. We'll, we'll promote him, okay. I, I just think it's good, you know. It builds an inner thing between my DEPs and I, you know, it builds an inner circle, you know.

Interviewer: What else do you use your DEPs for?

Subject: I use them once a year at the fair here in town. We have a fair, and last year was a, last year was the best example. Last year I was here all alone and I had to be at that fair, okay, I'm supposed to do my job here, there's no way I could sit over there at that fair from 10 o'clock in the morning until 10 o'clock at night. Okay, there's no way, and plus do my job and put people in the Army for a whole week, okay. It was for a week, it went from a Monday morning to a Saturday night, okay so Saturday night, okay. There's no way I could do this. Well, it was a perfect time, it was July in summer, I got my DEPs together and well not all of them, but I had the guys that live in this area, okay, real close. I put them on a shift, okay, I went over there at 10 o'clock in the morning and put two guys there and they went and what I did for this, I bought the guys hats. I bought the guys these Army hats, right there, okay. And I had them wear them and they sat there. And I had my, the portable computer over there, the portable Join and they sat there and they ran it and handed out RPis to people coming to the fair. And then I went over about, from about noon till about two, I went over there every day, and then they, I had two more guys come in about two and worked till about six. And

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then I went over there at six and finished up the night. Okay. Did this every day for a week. Okay, and it worked out damn good.

Interviewer: Is this an annual thing?

Subject: Yeah, we're doing it again this July. And in fact the first night we had two Golden Knights there.

Interviewer: Oh, the parachute team?

Subject: The parachute team. Okay, we had, for the opening night of the fair we had the Golden Knights come in. And I couldn't be at my booth at the fair and be out there on the Golden Knights doing, you know, doing -- okay. And you know, and this year I hope to get them back again. Or something in there for opening night, you know. But I had to be out there, and they, the DEPs took care of the stand, okay. And I had to be out there because I was more exposed, because there was a big grand stand they were jumping in and I was right in there, when they were jumping in I was shaking their hand and giving them things, you know, the Golden Knights and that was exposure for me. I was out there in my uniform, okay.

Interviewer: How did the town take it?

Subject: Oh, last year, two years ago, opening fair, they had 800 people opening night, okay. This year the Army brought in the Golden Knights and they had 8,000.

Interviewer: You think it was because of the Knights?

Subject: I know it was. I know it was, they told me it was. The president of the fair told me, that's, he knew that was the reason. Okay. They had more people out there, they couldn't believe it, okay. And they were charging everybody two bucks a shot. They made, they made more money the first night, okay, at the fair than they did the whole week. Opening night they turned them loose. The Golden Knights, and they stayed there, the Golden Knights stayed there for a couple hours and signed autographs and folded parachutes and showed everybody, and excellent. I mean excellent, and, you know, I was passing out business cards. I went through business cards left and right and, and I got a lot of leads. The month of July it didn't do nothing for me. Okay. I'll tell you that right now, it didn't do a damn thing. Okay. August it started going. And September, I mean, for about three months I lived off that okay. Yeah, for about two

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and a half, three months, I lived off that. I really did. People come in and say, hey man do you have any posters of the Golden Knights. I say, hey man, sit down and talk. Okay, you know, or I had these, they gave me these, well I got one on the door, you know, they gave me these posters of the team, right there on that door, the team signed them and the team had signed a lot of them posters, you know, and I had them all, oh, I had them all ready to go, you know. And it really helped me, it really helped.

Interviewer: What other kind of events?

Subject: Well, we had an Army band here last year. I wasn't here for that, so I really don't know how that went. That was before my time. Other than that, we had an MP team come also for the fair, and I've had an MP team here to go to the high school. They have two parades here in town every year, and, and all the services are the color guard, the reserves bring out their equipment behind the color guard, the reserve here and there's no other service reserve around here so they bring out the Army reserve and they bring out the construction, you know, over here and they bring out all the equipment and it really helps a lot. It helps a lot. In fact a lot of times I'll go over there just for a day and check out a truck and that's what I'll drive to the school, okay. I'll just drive the jeep to the school during the summer, okay, or during the play, to the playground where I know the kids are, I'll just drive the jeep there. You know, and it helps, you know, whoa, here comes the Army recruiter in the jeep. What happened to his little Citation? You know, and I'll come in the jeep. You know, and that helps. And just basically exposure, you know. A lot of exposure. I do a lot of exposing myself.

Interviewer: How else do you expose yourself?

Subject: I wear my dress greens or my dress blues when my wife and I will go out at night, you know, to dinner on a Friday night or something and I'll wear my dress blues, okay. And she'll say, what are you wearing them for? I say, hey, baby, huh, this is the job. And I wear my dress blues out and every time I leave a tip in a restaurant I leave my business card, okay. And especially if the waitress is young, I put on the back of my business card, want an 8,000 dollar cash bonus, call me. Okay, or you want, or I'll, you know, write on the back, you want an 8,000 dollar cash bonus, call me, or I'll write, you want 17,000 dollars for college

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for only two years, you know, I'll write just a little message on the back of my business card, and I'll leave that with my tip, okay.

Interviewer: What happens when you do that?

Subject: What happens, would you believe I put, this girl right here, that's how I put her in the Army? This girl right here. She works at the, she works at a, it's like a, it's like an ice cream place, it's a, like, I don't know, it's like a dairy queen almost, you know, something like that. But you can go in there and get them, and I walked in there with this uniform on right here one day, my wife and I and I had my two kids, I have a three year old and a five year old, walked in there and she was the waitress of the thing. She come over to the table and said, can I help you? And I says no, but you can help me by joining the Army. And she went, ha ha ha ha, you know, she laughed. And I ordered and everything and I left my business card and I said, I put on the back, I put, I don't know, I forget really what I put on the back, but I says, if you're looking for excitement, come see me, you know or something like that. And two days later she walked in my office and she leaves the eighteenth of June. She leaves the eighteenth of June for basic and she's got two years of college. And that's the only, that's the only thing that's ever happened to me there on that. I've never else had anything like that, you know, put anybody in the Army like that. But that worked on that, you know, so I know, you know, sure you might do it five hundred times and it never works, but that one time it works it paid off. Sure, okay. And they give you free business cards and that's what they're for, okay. And I got them stuck, I stick them all over the place, you know. I'll leave them all over, you know, I'll, I'll go in, I'll go in and buy a, you know, buy a fishing pole or something, and buy a, buy anything, buy a pack of gum and leave my business card, accidentally drop my business card on the counter, you know. Hey, somebody might pick it up and throw it away, but somebody might pick it up and keep it, you know. I go through a lot of business cards.

Interviewer: What else do you do?

Subject: As a far as advertisement?

Interviewer: Yeah, exposure. Any form.

Subject: On a nice day like today I walk up and down main street, you know. Just walk up and down, go in a

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few shops and say hey, how you doing? You know, just talk to the store owners, you know, and that's just exposure, you know.

Interviewer: How do you deal with the outlying areas?

Subject: Oh yeah, sitting on the boondocks. What I do there is do a lot of house calls, I'll do house calls, you know. Just knock on John's door, yeah, he doesn't even know I'm coming, but I'm coming. Knock on his door, if he's home, he's home. Fine, if he's not I leave something at the door. A lot of times in these outlying areas they have little fire, little volunteer fire departments and they have a park maybe next to them. A lot of times in the summer the kids will get together and play baseball, okay. I'll stop, I always have a pair of shoes, sneakers and shorts and stuff like that. And I've changed my clothes many times from Army uniform to PT uniform in the back seat of my Chevy, you know, my government car. And I'll go right out there and play baseball with them, you know. And they'll look at me, you know, and I say, hey, I'm the Army recruiter, I'm here to play. You know, and I've gone there, I've seen guys playing basketball before and gone right up and played basketball with them. You know, just start a game, say, hey, I got next game, you know and play. And sure, I might not have put anybody in down there, but it's exposure. They'll see me at school and say hey, Sarge, man you play a bad game of basketball, you know. Man, you're good, you know. And you know I do that all the time. You know. Just, just basic little things. Just doing things, you know. I try to do something every week different, okay. I mean, something that I haven't done before.

Interviewer: Like what?

Subject: Well you know, I, you know like, I, it's been a couple weeks since I've been out to my farthest area, okay, and this week, probably later on in the week I'll just drive out there. Have coffee in a coffee shop I've never had coffee before and meet some people, you know and then just drive around for an hour, you know.

Interviewer: How do you just talk to strangers? You go to this coffee shop, you don't know anyone. How do you strike up a conversation?

Subject: That's what I be there, that's what I'm a country boy for. I can deal with them farmers. Because basically they're farmers, I can deal with them.

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Interviewer: Talk to me like you talk to a farmer.

Subject: You know, I can go in there and there's farmers around there, or city people, you know, not city people but town's people, you know, that run the town, and I'll say, you know, hey, you start up with the weather. Okay. Man I bet you guys getting a lot of plowing done, you know. And that's, you know, right now the guy in back of my house is, the guy who lives next to me is a farmer. He was plowing until 9:30 last night, driving me nuts, I was trying to watch the basketball game on t.v. and he was out there plowing in his field, you know. But I can deal with them people because I used to be a farmer, okay. And I can, you know, jeez, how many milking today, you know. What you milking, what kind of cows you got? Are they Jerseys or Holsteins or what, you know? And I can deal with them people like that, that's why if I was in New York City, I'd have a hard time communicating up there, okay. But out here I have a good time. I don't think I'd have a hard time, I could adjust and do it.

Interviewer: How long, if I threw you in the middle of Manhattan right now, in fact I'm going down, after I leave here so I'll check it out. How long do you think it would take you before you were as proficient as you are here?

Subject: A month.

Interviewer: Okay.

Subject: Yeah, to get to know the area, because I can talk, you know. I mean, I can snap wrist, I can act like the city people just like anybody else, okay, because I've been at Fort Bragg, you know, I've been around. I can deal with both sides, I can change real quick. I know I can. I just know I can.

Interviewer: I had a feeling you'd say that.

Subject: I'm not worried. Anywhere I go I'd be successful. Okay.

Interviewer: How do you know that?

Subject: Because I know.

Interviewer: Have you ever been unsuccessful?

Subject: Have I ever been unsuccess -- no. Because I can't

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accept that. No.

Interviewer: Have you ever not accomplished what you wanted to do but still been successful?

Subject: Yeah.

Interviewer: Like what?

Subject: You know, just like making mission. Haven't, you know, I've made mission but I haven't accomplished what I really wanted to accomplish, you know. You know. Like right now I know this month, I'm going to have a heyday this month, you know. Okay, this month I ought to, I ought to bar the door. Okay. I mean, I'm serious because I can see it coming, okay. But what have I done the last week to see that coming? I've been on the phone the last week beating the bushes, okay. And I got a lot of things starting to roll. Now this week, I'll probably, this week I won't be on the phone so much, so two weeks from now I'm going to start having, two weeks from now I'll slow down, okay. But for the next two weeks I'm going to be going, starting tomorrow I'm going to be, you know, tomorrow I got people on the floor. Thursday I got people on the floor and Friday I got people on the floor. You know. I got, I got a lot of things going. You know. The best thing to do, the best thing USAREC could do to me is put me in a station that has not made mission for a year. You know, that's about 50 percent for the year. That's the best thing to do because you can only go one way, that's up. You know, that's like this station when I took over this station, this station was 22 percent for the year when I took over in March.

Interviewer: Really?

Subject: They had a mission of 22 and put in about 4, or they were like 40 percent or whatever, you know. And we were 102 percent when we left, when we ended the year, okay. I had a big deficit to make up. I had about 20 contracts to make up. Plus, my mission, you know. And I did it, okay. This year right now I'm, oh I don't know what I'm at, you know. That's a couple hundred percent or better, you know. For the year, you know. I have no, you know, I don't have to write a contract I don't think the rest of the year and I'll still be 100 percent. Okay.

Interviewer: When you're recruiting, are you looking for people or points or what?

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Subject: When I'm recruiting?

Interviewer: I mean, well, if you have a choice of going after, like two kids, and ones going to be more points for the gold badge.

Subject: Don't matter at all to me. Points, points don't mean a damn thing. Points will come, okay. Points will come eventually. People first.

Interviewer: Have you ever, have you ever had that choice?

Subject: I could give a, I could give a damn if everybody I put in, I tell you that right now, I could care if everybody I put in, if I only got one point per person, don't matter. Points, I don't care about this gold badge. I don't care about the ring, it's nice to have, but I don't care about it, okay. It's nice to have, okay. Looks good, okay. There's people out here, I was a hometown recruiter aid here, three years ago, there was two recruiters here that, when I was a hometown recruiter aid, they wore a silver badge, okay. Those two recruiters are in my company, they're still the silver badge recruiter. I'm a gold badge recruiter, okay. That don't matter nothing to me. It's nice to look, it looks pretty on the uniform and might help me in promotion and it might not. But as far as points, you know, if he's a 3A or a 3B, okay, for a 3A you get more points than a 3B? It don't matter to me, okay. I'll put them both in, okay? It don't, it does not matter. It's nice, it's nice to have.

Interviewer: Okay, so what are you working for?

Subject: To see this Army the way I want to see the Army. I'm gold in the Army, okay. The way I look at it, I am developing the Army of tomorrow, and that's, I wish all recruiters would think that because, recruiters, oh man, I got ten points to make my gold badge. Oh, I gotta make my gold badge this month. You know, and they worry about, so much about the gold badge they don't make mission, you know. The points and the awards will come. Sure, I made my gold badge in eleven months, okay. That's quick. You got people out here don't even make a star in eleven months, their first silver star or gold star, you know. You know. The points will come. I don't care, you know, the points will come. The badge is nice.

Interviewer: What if instead of points it was like a cash bonus?

Subject: Still wouldn't matter. Still wouldn't matter. In

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fact I told, I've had a lot of people ask me that and I'm sure the magic ten have told you this too. Lot of people say, hey, sarge, how much money you get for recruiting me? Okay. How much commission? I tell them flat out, I don't get any commission, but I'll tell you what, buddy. If I got a commission, you'd get it. I tell you that right now. If I got 50 bucks for everybody I put in, I'd give everybody 30 bucks, and I'd keep 20, okay. And then I'd take 10 dollars of that and buy them dinner. Okay, so I'd end up with 10 bucks a person, okay. I'd still be rich. Okay. You know. Ten bucks a person, that's, you know, and say I put in 50 people this year, you know, hey that's not bad. Five hundred bucks, you know. I can deal with it. It doesn't, the points don't phase me, you know. I'd rather miss, I'd rather miss an award than jeopardize my integrity, than jeopardize that, okay.

Interviewer: Integrity of?

Subject: Well, I just had a good friend, a Navy recruiter for, he falsified some documents, he got fined a thousand dollars on the uniform court of military justice. I'd rather have a guy, I'd rather not put that guy in the last day of the month and make sure his paper work's in and put him in the first day of the new month. But if it means ten points, oh I gotta put him in, I gotta put him in. I wouldn't want to do that if it means ten points to make an award. Because the award will come next month or it might take two other months, you know. You might lose points or whatever. Awards will come eventually okay, in due time they'll come.

Interviewer: What I'm picking up is, is one thing you're working for, what you get rewards out of is feeling you're putting in people that, that are good people for the Army we need, coming up. People that you wouldn't mind having serve under you.

Subject: Educated, dedicated. The most educated, the most dedicated.

Interviewer: How do you know once you put them in, or do you know before you put them in that they're going to be able to compete with those two criteria?

Subject: Yup.

Interviewer: Or is there another way, like, when they write back to you?

Subject: I know when I put them in.

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Interviewer: How does integrity fit into that?

Subject: I never lie to them and I don't expect them ever to lie to me.

Interviewer: I mean, in them, I know, I know you haven't lied to them. How do you know they haven't?

Subject: I can feel it.

Interviewer: What comes before that feeling?

Subject: Their trust, you know, just building it, I can feel it. You know, I can feel it, I don't know how, I can feel it. I just can feel it, I don't know what I'm, you know, I can just feel it in a kid.

Interviewer: Well, educated, dedicated, integrity, anything else you look for in the kid, that you feel are important for them to be in the Army?

Subject: Motivated. Positive attitude. Okay, if they go to basic training with, oh, shit, gotta go, you know, today's my day. Buddy, they're not going to make it. Okay. They're not going to make it. I tell them right now. I've had one kid that I told him when I left him that day, I said, you'll be back on the street, okay. And I told him, I tell all my kids when they get, when they go in, I say, don't let the bastards get you down, okay. Those are my famous last words, I say, don't let the bastards get you down and roll with the punches, okay. Take it like a grain of salt. I told this one kid, I said, you're going to be back on the street again in two months, and the damn kid graduated number one out of basic training. Okay. I thought he would, I thought he was going to be back on the street. And he's probably the only one that I was worried about. Because he was fired up to go in the Army, and then just before he went in he had a whole mess of personal problems. Okay, girlfriend car broke down, and he was just, aah -- but he graduated number one. I couldn't believe it. When I got the letter, I got a letter back from the colonel or whoever it is and it said, you put this outstanding guy in, _____, he graduated number one. I went, holy Christ, I couldn't believe it. I just could not believe it and I thought this guy would be back on the street in a minute, you know. Get booted out. And he, he got his attitude straight.

Interviewer: Wwhat you do in DEP that keeps those kids in?

Subject: I keep in contact with them all the time.

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Interviewer: You buy them dinners?

Subject: Oh, yeah. In fact, you can call up one of my DEPs, all the people I've put in, everybody before they go into the Army, I buy them dinner, okay, before they leave for basic training. And I don't mean McDonald's dinner. I mean a Ponderosa type atmosphere. Okay. I spend some money on the boys. Okay, before they leave for basic training, I take them out and buy them dinner, okay. And now this is another thing, the guys that are of age, before they go in, before I take them to the bus station that night when they leave for basic training, I stop and buy them a couple beers. Yup, I always take them and I have a couple beers just to relax them, and maybe something that I've missed, they're going to tell me again, okay. You know, they might have one last question, but, well I don't want to bother the old sarge, you know. They have a beer, maybe play a game of pool, okay. It takes an hour, okay. That's all it takes, you know. I leave here, the bus leaves at seven o'clock, we usually leave here about quarter to six. It's a twenty minute drive to Geneva, we go right across from the bus station and have a beer and play a game of pool, okay.

Interviewer: Tell me about one of your favorite working experiences, a one time event.

Subject: Probably the Golden Knights.

Interviewer: Tell me about it.

Subject: I had to do all the organizing as far as the motel room, the rental cars and everything once they got here. But that, that was no problem. Got that squared away. But it was probably the most memorable because it was really, it was a real good show, a lot of feedback, it was real impressive. I just was, they really, truly professionals. And they, of course, they brought the Army into the community like it's never been brought before, in a different way.

Interviewer: What kind of way?

Subject: Well, in a way that, hey, we're not all baby killers, you know. You know, or we're not all stereotype, you know, gunfighters. Okay, they brought the Army and wow, this is the Army, really? These guys do this for a living? You know. Oh, yes, they do, you know. Just like I'm a recruiter for a living, you know. It brought it in in a

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different way, a different side of the Army, you know. It was a different side.

Interviewer: What did you like about it?

Subject: What did I like about it? I just liked all the, you know, eight, nine thousand people in the stands, you know, standing ovation, you know, standing applause, you know. Just great. You know, they were really impressive, you know. They came down with the American flag, they had a little spot about this big to land on and every one of them landed right in the middle of that spot, you know, and it was just impressive. That's probably, there's a lot of them, you know. Probably, probably the first person I put in the Army is another most, you know.

Interviewer: Tell me about it.

Subject: First person I put in? It's funny, the first person I put in was a girl. She went in for two years as a dental hygienist. Dental specialist. And I was driving by her house and I talked to her on the phone about a week ago, about a week before, and I was driving by her house and I seen the Air Force recruiter, his car, at her house, and I said, I said, she said she wasn't interested in the service at all so, and then, by chance I drove by it again about a half hour later and the Air Force recruiter was leaving. And so, I immediately said, well I'm not going to lose this girl. You know, I was a brand new recruiter, gung ho, and I said I am not going to lose this girl to the Air Force, to the Air Force. So I went over there. I made the appointment with her and my boss and I went over there, my station commander. And we went over and we talked to her and her mom and dad for, well we went over there at seven o'clock at night and we didn't leave until twelve fifteen a.m., okay, midnight, fifteen minutes after midnight. And she joined the Army two days later. She tested and joined and the main reason she joined is because we showed her our contract where the Air Force didn't. We showed her where we could guarantee her her exact job and her, get her the Army college fund. At that time it was 15,000 dollars for two years and that she could go in for two years where the Air Force was four years, she had to go into the Air Force for. And then the Air Force told her she was going to be guaranteed this when in all they couldn't guarantee her this, okay and we untwisted that and she loves the military. Her dad was prior Army and she had an uncle that was in the Army and so she was going to go into the Air Force

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but we got her to go in the Army instead and, her and I, she was DEP promoted. She was in the Delayed Entry Program about a week and she was DEP promoted. She, boom boom, she gave me two other girls, friends of hers and they both joined. And just before I got ready to, she got ready to leave, 4\$, I took her out and she's probably the one I spent the most money on ever. I took her out to a real fancy restaurant. I went out in my dress greens and she'd gotten a dress and her and I went out to a Ground Round restaurant and we had a nice, sit down, I can't remember. I had like, I had like a seafood platter and she had a similar thing and we had a nice conversation and every once in a while she'll call me up or she'll up or she'll drop me a line or her mom will call me up. And they, they live down in 4\$, well down the other side of 4\$ now, about, take about an hour to get to her house from here. And I haven't seen her since she went in. She's been in the Army since July, but I hear from her every once in a while. But that was probably my most memorable person, I mean, she was, she was my first one and I treated her like gold. I mean, I could not, you know, I treated her like my sister, I really did.

Interviewer: And what did you like about her?

Subject: What did, I don't know, everything. She was down home, down to earth, you know, she wasn't, she, you know, she understood everything I told her. You know, I didn't have to repeat things to her, you know.

Interviewer: What did you like about the experience?

Subject: I learned from the experience. What did I like about it, you know, I, I don't know. I liked everything about it.

Interviewer: Like what?

Subject: Like I don't know.

Interviewer: Well, it's your experience.

Subject: Well you know, I liked, I liked talk, it was, I thought when I first come out here it was going to be hard, talking to a seventeen year old, especially girls, okay, talking to a seventeen year old girl about joining the Army. You know. A lot of, I don't know, I, I don't have a problem now talking to girls at all or guys, okay. But she was my first person, you know, and talking to her, I had a, you know I couldn't say a lot of things like

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I'd say to a guy, you know. I had to refocus a lot of my words, it was just memorable. You know, we did a lot of things together, I'd pick her up and I'd say look, I'm going over to so and so's house, would you come along with me. And I'd pick her up and go over and do an interview on a person and she'd go with me, saying, hey, I joined. You know, now you ought to join, you know. She'd be a big influence there. You know, she worked while she was in the program, because I made her work, but but a real memorable. I even, I got invited to a graduation party, okay, this is, I had left 4\$ five months before she graduated. She invited me to a graduation party and she didn't invite me. She invited my wife, and my kids also. And we went over to her house, here, it was a family graduation party and I felt like one of the family. Because I got to know this girl and her parents so well. I went over to her house on a Sunday afternoon and civilian clothes, don't uniform over there, played cards with mom and dad, out on a sunny day like it is today. Played cards, drank beer, you know, had a good time. You know, played a game of volleyball with a bunch of other kids that were there, a lot of her cousins and stuff like that. And there were no high school kids there. She was the only one, you know, it was like a family graduation party, and she invited me, you know, we got, wife and kids went over there for dinner and everything. It was real, you know, it was real normal. Usually everything else I've been invited to by somebody, it's always been Sergeant A\$ only, you know. Come to my graduation party, Sergeant A\$. You know, never would my wife, and she, she knew my wife. You know, my wife, because my wife used to come in the office and help me a lot, you know. And that's a big thing out here. Support of wife, whatever. You know, so, it was real good, real good.

Interviewer: If you had to sum up in a word, what you liked about it, what would that word be?

Subject: Super. You know, I don't know. Super.

Interviewer: What other experiences have you had that equate to super?

Subject: When I went to the 10\$.

Interviewer: Tell me about that.

Subject: Okay, it was a seven month mission, there were rough times and there were, you know, there were rough times there. A lot of times, you know, the _____ were right next to us, and a lot of, there

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was a little bit hostile there sometimes. But it was rewarding, you know, it was, it was, that was a super experience because I learned a lot, I learned a lot about myself on that trip. By what I mean, when I went over there, I was 21 years old, young, dumb, okay. When I came back, when I came back my wife said I was a totally different person. Okay. I grew up when I was over there in the 10\$, okay, I was away from home for seven months, and had my life threatened one time, and I, I grew up real quick.

Interviewer: Was it just the combat experience and exposure?

Subject: Well it wasn't really a combat experience, but, you know, because there was no, there was only one time where we really got in hot soup, as they say, you know. But you know, it made me grow up real quick, you know. Stop screwing around, you know. Different outlook on life, that's for sure. But it's memorable. I can remember every day over there just about, you know. And that was a good experience for me, you know.

Interviewer: What was an experience you had there, a specific experience that equates to super?

Subject: Probably going to the, 11\$ and then the doctor and I, I went over there as a medic, of course, and doctor and I, a young doctor, him and I became real good friends over there. He's from 12\$. And he was from 12\$, he was an 12\$ doctor working with us, and he told the base commander that him and I were going to take a pick-up truck. We had these brand new Chevy four-wheel drive pick-up trucks. And him and I were going to take it for five days and the vacation wasn't going to be charged to us, we were just going to go on vacation. And he got it approved. And I was, and I went with him and we slept in the back of the truck for five days. But we went, we left 13\$ on the 10\$ peninsula which is the southern most peninsula, went to 11\$, and all through 11\$, and then we went from 11\$ to 14\$ and then up through 15\$ and the 16\$. And we lived in the back of this truck for seven days and took showers at outdoor public shower places. And we'd see a tour, an American tour going through something and we'd just blend right in with them, you know. And you know, we got away with murder, you know, for seven, for about seven days, five, seven days. And we had an excellent time.

Interviewer: What did you, what did you like about it?

Subject: About, about that? Seeing them places because I

knew I'd never see them again. Okay, and then him and I, we just got along so good, I mean, everything we did we clicked. It was like a brother, and we still communicate and you know, it was just an experience. And then we came back and went right back to our jobs, you know. And it was a real experience doing that, you know, with him. Especially, you know, here he is a doctor, high and mighty doctor and he's like a equivalent to our lieutenant colonel in the 12th Army, okay. And here he takes a, a sergeant from the American Army with him, instead of one of his own people, one of his own medics, he takes me, okay. You know, and because we were in the, you know, we were always in, we ran together every morning and stuff like that, so we had a lot of things in common. You know, so that's really, that was a super experience, I guess. Yeah. It was memorable. I remember that, real good.

Interviewer: What's the most outrageous thing you've done as a recruiter, something where you were in a situation and something happened and you just had to take a chance or think on your feet. And you tried something that maybe, later on you said, I can't believe I tried that. But it worked. It was the right thing to do. So, what's the most outrageous thing you've done that worked, from the sales end?

Subject: I don't know if it's really outrageous, but I can remember one instance, I was at a guy's house, I was at a kid's house. I went over there at seven o'clock at night to do the parental consent, talk to him and do the parental consent and everything, and we sat there talking to dad, talking to dad, talking to dad and mom and mom and the kid. And the next thing I know it was about quarter to one in the morning, okay. And I'd been at the house five hours and dad's going, and I go look I need to really get going home and I wanted the kid to join the Army the next day. And, or not the next day, but the day afterward, and the kid wasn't buying off it, buying off it, wasn't buying and I said, look if I can get you this job guaranteed and everything, I said would you go join the Army tomorrow morning? And this kid lived about an hour from the recruiting station and I lived about, oh it's about an hour and a half to my house, and he said if you can get me in the Army tomorrow, I will join. This is what it finally boiled down to and it was like one o'clock in the morning, about quarter to one. And I called my boss, I called, first I called another recruiter and he wasn't home. So I called my boss, and I says, he says, hello? And I called him up, this is from the kid's

house I called him up. I used, I have a credit card phone number and called him up. And I says, I have to call my boss to see if I can get you on the floor in the morning to get you to join in the morning, because he'd already tested. And I called my boss up, and I said, Sergeant D\$, this is Sergeant A\$, I'm down here at E\$'s house, I said, and E\$ would like to come up tomorrow morning. And Sergeant D\$ is going, man, what are calling me up at one o'clock in the morning for? And I go, he'd really like to come up. Do you think we can, do you think we got a spot on the computer for him in the morning? You know, I said, I was kind of making this up a little bit. Do you think we have a slot on the computer, where he can get on the computer in the morning? Well, okay, I think we do, you know, and I'm going, okay, Sergeant D\$, well I'll see if I can get him up there in the morning. And, anyway, drawing on for a couple minutes on the phone, I was impressing the hell out of the kid and the parents. And I worked with this kid, you know, we were doing this on the phone between me and Sergeant D\$, here he is, dead on, dead to the world, sound in bed, he'd probably been in bed since nine o'clock that night and I'd been at the kid's house. And I got the kid and I told the kid, okay, I left his house at like one thirty. I got home at I think about quarter to three. I got home. And I got home, crawled in bed and told the wife, make sure I'm up in an hour, at four o'clock because I had to pick the kid up by five thirty to have him in 1\$ by six thirty, quarter to seven. And I put this kid, and he joined the Army the next day, and it was the end of the month. And I was, I needed him to make mission and I made mission, and it was one of the few times I didn't over produce that month. And he made my mission for me and that was probably one of the outrageous things, you know, calling him up on the phone, you know, and saying, you know, doing this over the phone.

Interviewer: Well, the thing on the phone, if I, if I understand you, what it did was to make the kid think he was real special?

Subject: Right on. Right on. And I did that one time here since I've been in (town), too. I said, had a kid, I sat there three hours with him talking to him. And I said, if I could get you a slot tomorrow, get you a physical tomorrow, would you do it? Well. I said, well let me call my boss, so I call my boss up and say, first sarge, can we have a spot tomorrow for F\$. I said, oh what's his, and my first sergeant, I say, here's his social security

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number and I give him his social security number. And, then I'll say, then I'll go, hey, F\$, he's punching you into the computer right now to see if we got a slot for you. Now just hold on, and I'll come back and I'll say, oh, you got one slot left for tomorrow. Okay. F\$, they got one slot left for tomorrow, and he'll be over here and I'll be here. You want it F\$, yes or no. Okay, he'll take it, you know. And I did that one time, and that's, that's a little outrageous, you know, that's a little, that's, that's recruiting, but it's right on the fine line of integrity, too. You know, it's right on the fine line of doing a little bit of bogus stuff, you know. You know, that's been outrageous. I guess that's outrageous. But, I've done some other things that were outrageous, you know.

Interviewer: Like what?

Subject: Well you know, like, put together, you know, have a kid, have a kid come in here at, at eleven o'clock in the morning. I've done this more than once. I've done it a few times. Have the kid come in here eleven o'clock in the morning for an appointment. And before he knows it, an hour, you know, two, three hours later, we're done with the paper work. He takes the test that night, take him down four o'clock in the afternoon to take the test that night, spend a night in a motel, and by the next afternoon at three o'clock he's in the Army. And by the time he gets a chance to shake his head twice, he's in and he's going, whew, that was a fast 24 hours. So he's in the Army. You know, and I've done that.

Interviewer: How do you get a kid to do that, just, raring to go?

Subject: Well, it just depends on the kid, you know, it just depends. You can usually feel that out in the interview, you know. And you know, you do what they call a trial close, you know, a trial, ask them to buy the product, you know. And I always do that. I, I have a theory, ABC them. Always Be Closing them. Okay. And I'm always asking people, when you gonna join, when you gonna join, when you gonna join, okay. And in fact, usually when I first talk to somebody, I sit down at an appointment, I say, what'd be more convenient for you, to join today or tomorrow? So I'm going to take him down at five thirty, I hope, maybe earlier, or whatever, it doesn't matter.

Interviewer: What was the hardest objection you ever had to

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overcome?

Subject: If it's something that I can't handle. I very seldom, you know if it's something that I don't know the answer to.

Interviewer: What do you call them? You call them objections, you call them something else?

Subject: I call them objections, you know, I don't, I don't phrase them as that, you know, I guess. I just overcome them. You know. I just come back with something that they, you know, I come back with something that they want to hear, you know. They say, well what if I do this? You know, or what if I want to do this? Well, then I go ahead and over, overcome that. I don't do it the way the school tells you to do it.

Interviewer: Give me an example of an objection, and tell me how the school would do it and then tell me how you do it.

Subject: Well, you know, the school, well, you know, the school, let's see an objection. Well I don't want to leave right away. Okay. Well, you know the school says, well, Johnny, you got 365 days, okay. You can DEP out until then, you can DEP 365 days. Well, we know damn well in reality that the guy's a high school graduate, okay. He's not going to DEP out, if he joins today he's not going to leave next April or March the 29th, he's not leaving then. He's leaving within usually 30 to 60 days, he's gone. Prime example is the guy I had yesterday, he leaves the 16th of April, okay. Joined yesterday and leaves the 16th of April. Poom, that kid's been shipped.

Interviewer: What happens if you had him DEP out for 365 days?

Subject: Be awful tough to keep him. Be awful tough to keep him. And that's why I always come back, okay, the school says well restate the objection, overcome it by this, you know, well we got the Delayed Entry Program. And I come back and I say, well yes we do have the Delayed Entry Program, but, Johnny you are a graduate from high school. Now, let me tell you something, and I use this sheet. We got a sheet that says when the, usually the windows when they're leaving, okay. And I said, Johnny, you're a high school graduate, okay. You're prime to go right now. I says, now I tell you what. I says you gonna' procrastinate all your life, I says, if you don't make a decision. I says, you're just gonna keep on putting shit off. I says, now, I

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says, what we can do, said, go down there. I said, if you go down there, take the physical and the test, I said, if they're telling you you're leaving next week and you don't want to leave next week, tell them you want to leave two months from now. I says, they'll do everything they can to try to get you to leave two months from now. But I says, you got to remember with our constraints. And I, then, that's when I explain the Army system, you know.

Interviewer: Tell me.

Subject: Okay, you know, I say, look, the Army, you know, we got certain windows to go by. Okay, we got certain training seasons. I said, what if you get down there, I said, you're interested in computers, aren't you, John? Well, yeah. Well, John, somebody might have just canceled, somebody might have just become medically disqualified for a computer job that leaves, what I mean by leaving, John, is leaving for basic training on the 16th of April. Are you ready to go on the 16th of April if that comes up? Well. Okay, John, what if it came up for the 16th of June? I'd go then. I say, okay John, that's 60 days away. Okay? What's 60 days versus 30 days, or, or, versus 15 days. I said, can you get all your personal stuff in gear in 15 days? Well, yeah. Okay, then why don't you want to leave? Well, I want to have a little bit of the summer, okay. Okay. Well why not have a little bit of summer, if you're going to have a little bit of summer, you'll be done with basic training before the summer gets in full swing. Then you got two weeks to have your vacation. Come back here and screw off, kids will be out of school, you'll have more time to be with your friends for two weeks, screw off. You know, and go on and on and on, you know. A lot of, big objection here, a lot of kids here, just, you know, haircuts. I gotta' get a haircut? Damn right you do. Okay. Reason is, personal hygiene, is one. I says, once you get out, you can grow your hair longer than I got mine. I said, once you, once you get out of basic training. That's this. But during basic training you get it cut. I says, and it's cut right down to nothing but nil, I says, you know, half inch, quarter inch, whatever it is. And I said, that's for personal hygiene, I says, because you ain't got time to comb your hair. I says, you know, and I said, personal hygiene, I said, there's a lot. You know, I said, we're taking people from all parts of the world go out, you know, and I explain it to them. And go right in depth, you know, and try to cover all the tracks, you know. Where a, where a lot of guys go, well, John the reason we get it is

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because we're in the Army. We're in a military organization, we get a haircut, you know. I don't, I don't, I never pound on my desk, you know, at an applicant. I never jump up and down and say, you will join today, okay. You will join tomorrow. If you don't join you're a vagrant, get out of my office, okay?

Interviewer: Are you seeing them every day in between?

Subject: No. If I make, okay, I make an appointment today with a kid for tomorrow. He comes in, I make the appointment, I conduct the appointment, he says, well Sarge, I like everything the Army has. He had no other objections, but he says I want to think on it, you know. It's like taking a fat pill, I want to get fatter, okay. Okay, no problem, I have no qualms with that that the kid wants to take a couple weeks decision, okay. Hey, he's young. He don't know what he wants to do yet. Maybe, maybe he doesn't. He takes a couple weeks decision.

Interviewer: Do you talk to him in those two weeks?

Subject: Yup. I give him, I will not bother him for usually three days, you know. I'll try to stay out of his direct, kind of, direct fire approach. About three days I'll call him back. And when I call back in three days, I just call up to say hey, how's it going. And I won't ask him nothing about the Army. I say, how's it going, how's school going, you know. Have you thought anymore about the service? And then I'll say, good. And I'll say, look, I'll give you a call back, okay. I won't do this to every kid, you know, if you got a real hard sale. Then usually the second time I call him back be about two days after that, and I'll go for the kill now. Okay.

Interviewer: Give me an example. What would you say?

Subject: I'd say, Johnny, let's get together again. I said, I got some new things, I said, we just came out with some new things. I said, which we do, we come out with new things every day in the Army, changing every day. Johnny, I just read in the Army Times we just come out with some new stuff, I said I need to come over and show it to you, I said, I think your parents ought to be there too. I said, you're thinking about the service, right? Well, no Sarge, I'm not interested at all now. Why? Well, I'm going to college. Why? You know. You ask a seventeen year old kid why he's going to college? I don't know. That's all they tell you. They

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don't know why they're going to college. You know. That's the biggest thing. Recruiters will never ask why. Why are you going to college, Johnny? I don't know. You know, why are you going, tell me, why? Because. You know. That's not an answer.

Interviewer: How do you respond to that?

Subject: I say, why are you going? Honestly, why are you going? Mom and Dad? Sister and brother? Grandma? You know. Well you can't get nowhere without a college education. Wrong. I said, I believe you can't get nowhere without a college education in certain ways of life. I said, but, I said I have an alternative to your college plan. And I explain, two years, three years, four years, etc., etc. You know, when I do set up this next appointment, if they confirm to the next appointment, okay, if they don't the kid's usually done, okay. If he's a hard sale he's usually done. He won't do nothing, you know. I'll call him up every couple weeks, hey, John, how's it going? You made a decision yet? You know. Well, you know, I'll see him in school. Hey, John, when you gonna' join the Army, today, tomorrow, you know?

Interviewer: So, what do you do with kids that won't join?

Subject: Keep them in the box.

Interviewer: You contact them?

Subject: Yeah, every couple weeks, every month. I contact them just to make sure. That's how I got this kid that's joining tomorrow. I called him two months ago. He says no, I'm going ROTC, Penn State University. Fine. Wish you the best of luck, told him a little bit about the Army and stuff, and then I seen him in school one day. He says, tell me a little bit about the college fund. And I told him about it and then, I didn't tell him everything about it, though. I just told him that much. And then I came home that night and did my homework and then I called him back about two or three hours, seven o'clock that night and I said, Mike, I said, let me tell you. I said, if you went into the Army for two years, I said, and then got out and went ROTC, I said you can get ROTC scholarship, get the college money, I said. He said, oh yeah? I said, yeah, we need to get together and talk about this. We got together. He thought it was the best thing in the world, okay. You know, now he can double dip the system and, you know, do it, you know. He's doing it, bingo, you know. Mom and Dad came in yesterday, signed his life away and away they

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go, you know. So he has no problem. You know, but that's an example right there, you know.

Interviewer: What are you selling to these kids?

Subject: The Army.

Interviewer: What do you mean by that?

Subject: The Army, the total Army. I don't sell the kid a job. I never talk to a kid about a job. Okay. I never talk to a kid about joining for how many years, okay. I say look, we got a two year program, three year program, four year program. Well, I'm interested in two year program. Yeah, but then with the four year program though, you can get a bonus, you know.

Interviewer: But you're also not telling them that they're going to be in for like life. So what do you mean, I don't know what you mean when you say that you're selling the Army. You got to maybe speak to me like you speak to a prospect when you're selling them on the Army.

Subject: I tell them, you know, I tell them about the Army, I tell them about the benefits, educational opportunities, okay, everybody gets the GI bill, basic GI bill, so I tell them about that. You know, before I know he's qualified for the Army college fund, okay, tell about opportunities and benefits, okay, you know, the recreation facilities right down to the libraries, okay.

Interviewer: How do you know that he's bought the Army and not a particular job in his mind?

Subject: Because I'll tell you what, when they make the appointment, they've thought about the service at one time or another. Otherwise they would not make the appointment.

Interviewer: That means that they're interested in something about the Army.

Subject: Right, they're interested in service to country. Okay, if a guy makes an appointment with me, he's interested in, okay, we have a thing that's called SMAATTRESS, okay, Service to country, Money, Adventure, blah, blah, blah, blah, blah. First thing on that SMAATTRESS is the S, stands for Service to country, okay. A kid makes an appointment with me, he's thought sometime in his life, you know, 17, 18, 21 years, 28 years, 35 years or whatever, he's thought about serving his

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country, sometime in that life, okay. And that's all I'm going is making sure he's going to serve his country. Okay. And trying and saying, and that, I say, have you thought about, and that's the first thing I say, have you thought about serving your country. Yeah. And then before they even get an answer out, I usually say, well you must have thought about serving your country. I say, have you thought of, what have you thought about serving, have you thought about serving your country? And I say, well you've had to think, before they even get an answer, you've had to think about serving your country, because you wouldn't have walked in this door if you hadn't, you know. And that gets the kid going, you know, question marks are going all through his head. What the hell is this guy talking about? Okay? I go, you're interested in serving your country, aren't you, otherwise you wouldn't have made the appointment and came in, okay. A lot of kids will make an appointment and never show up. You know. You know. They'll just make an appointment and get you the hell off the phone so they can go back to seeing Suzie, you know. But I, you know, I'll tell them, you've been thinking about serving your country.

Interviewer: What do the kids say? Think of a specific instance, tell me, what did the kid say?

Subject: They go, yeah, you know, a lot of them say, yes, okay. Like this kid yesterday said, yes I have, you know. Some will say no, he says, I just want to see what you got to offer. You know.

Interviewer: What do you do when they say no?

Subject: I move on. I come back. I probe it a little bit more, what we call probing it.

Interviewer: How do you probe?

Subject: Well I say, you know, what does service to country mean to you? Okay, you know, have you thought about time of war. I said, what if you were, you know, and then, if they say no, okay, period no, I have never thought of service to country, I say, if we went to war tomorrow, with 20\$. That's the big thing around here lately, 20\$, okay. If we went to war tomorrow with 20\$, would you go? Yup. Well you've thought about serving your country and you just told me you didn't. Okay, then why would you go to war now? And then I'll, then I'll do what we call a trial close, or what the school calls a trial close. I'll go, I'll go, so you've thought

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about serving your country then. You'd go to war tomorrow, so if there was a draft tomorrow, you'd be drafted, right, John? Yup. Well, then why don't you do this? Why don't let the Army, why don't you join the Army for what you want to join it for. I said, I said, why don't you join it for that computer job or whatever you want to do. I said, or otherwise would you rather be drafted and be an infantryman. I said, what would you rather do? Oh, I'd rather join. I said, well, then let's go, John, let's do the paperwork. You know. The kid goes, whoa. You know, or the kid will go, okay, Sarge, no problem, and I haven't even been in an interview ten minutes. Okay. And the kid's going to do one of two things, he's going to say, whoa, whoa, whoa, whoa, or he's going to say, yeah, that sounds good, you know. And I've sold the kid, and I'll stop right there. Bingo. Time out. I'll do the paper work. When you whip out that paper work, that packet, we call it enlistment packet, when you whip out that, you know, piece of paper work, you whip that out, and you start filling that out and asking them all these questions, kid will do one of two things. He'll either continue, or he'll start asking more questions. If he starts asking more questions then we'll go right back, I go right back on the machine or sit right here at the desk or wherever I'm at and finish telling him about the whole, telling him about the Army. As soon as I get a commitment out of him, I pull the reigns back you know, stop the horse, go ahead, go for the kill. And that's basically what, I go for the kill. Then I'm constantly talking to him, okay, while we're filling, I'll say, oh yeah, this is about the, you know, telling him little nibnits about the Army, you know. Same way driving down, I got an hour and half to drive to 15, I don't just sit there and drive. My mouth is going. Or I stop and get a Coke to replenish myself. But, you know, by the time they get down there, I've never had a QNE, which is Qualified, Not Enlisted, I don't know if you know what that is. This guy takes a physical and everything, then says, I'm not joining. Never had one of them. Okay, usually my kids will make it down there, they're joining. Okay. Unless they're medically disqualified or something, you know. But I, they, they know they're going to join when they're down there.

Interviewer: Imagine that I could film you doing the whole process from prospecting to closing. And I could play it real fast so the whole thing took five minutes, what would I see?

Subject: See it all done in five minutes?

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Interviewer: Yeah, just start walking me through it. What would you do? How would you find this kid?

Subject: Off the list, off the high school list, college list or whatever.

Interviewer: What do you call them up?

Subject: Right.

Interviewer: Okay, what do you say on the phone?

Subject: Talk to them, okay, just depends.

Interviewer: No, walk me through it.

Subject: Well, it depends, I, I use every kid different, okay. If I'm talking to college kids, college kids know, know you're a sergeant in the Army, okay. So I say hi, I'm Mr. A\$, I represent the Army's high graduate program, okay. I don't tell them about, I don't tell them I'm the Army recruiter, okay, because they know that. You know, they're, you know, they're in college, they know that. I'm Mr. A\$, I represent the Army's high graduate program, you know. How you doing today, build a little rapport, you know and go for the kill, you know. What are you, are you planning on continuing your education? Okay. Yes or no. Yes or no questions, you know. Are you planning on, you know, doing this? Are you on financial aid, you know? Dah, dah, dah, dah. Do you have student loans? How much? Etc. Well, do you know the Army and go on and do a little sales pitch. Now I don't go into the sales pitch like they teach you at the school. Well, do you know the Army has a program that's called the Army college fund. That's just the school example. It's called the Army college fund. With the Army college fund you can accumulate as much as \$25,200, for a four year enlistment, or a two year enlistment, \$17,000, you know. I don't do that, you know, I'd be on the phone three hours with a kid, because I'd be fumbling over my lips. I go real short and sweet and to the point, you know. I said, look, you heard about the Army college fund? Yeah, well you have. Did you hear about the Army's high graduate program? No. Okay. Same thing, Army high graduate program and college fund, same thing. Okay. You haven't heard about the high graduate program? Well let me tell you, John, high graduate program's a unique program, it's designed just for college students, okay. People with a year or more of college, okay. You know, I just lay it on them, you know you can get

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an advanced program, you know. I just lay, you know, if I don't tell them about the advanced promotion, I tell them about the college money, okay. And I, I gotta' save something for the office, okay. I said, you can get an advanced promotion, John, I says, and go in, I says you've outranked your peers, people that go in with you. I says, you outrank them, I said, already by a year before you go in, six months to a year before you even do one days of service. I said, now when would be a better time for you and I to get together, Monday or Tuesday? You know, Monday or whatever, and I use that with the school, I'll give them two days to choose from. I had a colonel come in last week, Colonel _____, I don't know if you know him. He's from first brigade. He come in last week, shut the door and asked me, make two appointments. You know, and off the college list, and I, that's basically, I made two appointments, I made four phone calls and two appointments, you know.

Interviewer: What was that for?

Subject: Oh, he just wanted to see how I talk to college people. Because he heard I was good on the phone, okay. I'm pretty good on the phone, I've, I try to be pretty good. But, you know, I don't tell them everything there is they need to know about the Army. This kid won't buy, you know and then I'll call them, leave something, always want to leave something to tell them in the office, you know. Or I'll tell them, I'll say, John, I'll tell you in the office about this.

Interviewer: Okay, let's stick with this. So you, like, met this kid, what you were just, did you meet him by phone or what?

Subject: By phone.

Interviewer: Okay. So you met this kid by phone and, you turned him on to this thing called the high grad program. Great. And now you've got him hooked. He's coming into the office?

Subject: Well, I say, you're John, right? When he comes in, I says, I go, yeah, can I help you, okay. I never get up when a person comes in. Okay. I wait until they come in the door, make sure they're in the right place. I say, can I help you. Well, I'm here to see Mr. A\$. Boom. I get right up and shake his hand, hello, John, I've been waiting for you. Boom, go right on into him, you know, establish a little rapport, you know, go right on

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into it, I go right on into it, and with a college kid I'll skip around on that computer.

Interviewer: How do you know when you've got the rapport? Specifically.

Subject: When it starts getting boring? You know, when you start losing, you know, and he's going, yeah, or whatever, you know, I, I can, I don't know. I got, already got the rapport. I got it on the phone.

Interviewer: Okay. How'd you know on the phone you had it?

Subject: You know, you can, you can sense the kid. He's answering your questions real quick, you know, real responsive, he's, you know. Johnny, man you played football in high school didn't you. Yeah, Sarge, I was a tackle. You know, we had the best football team in the state. Yeah, I tell you, I came out to your game, boy, you're a hard hitter, you know. And you know, then, boom, drop the subject and go right into --

Interviewer: So, when you first get on the phone, you have rapport, immediately?

Subject: No.

Interviewer: So what is it?

Subject: You're hearing the voice pitches, you know, whether he's, you know, yeah Sarge, yeah. And then he'll say, oh yeah, really? You know, he's perking up, you know he's perking up to you and then you know you got him, you got him interested now on the phone.

Interviewer: What else goes with perking up besides the pitch tone? Anything else?

Subject: I perk up, you know. I might sound more motivated, I might get more motivated. Yeah, he does, you know, maybe he reaches back and turns off the radio that was blaring through the phone, too, you know, or tells the kids to shut up, you know, his brothers and sisters or whatever.

Interviewer: Does he talk louder or softer?

Subject: Oh yeah, he talks a little louder, you know, a little louder, you know, depends on the kid, you know. Yeah.

Interviewer: You have a way of knowing.

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Subject: Yeah, then when he comes in the office, you know, I just try him out, try him on for size, you know. Shoe fits, wear it, you know. I don't go through the whole sales presentation, you know, I, as I say I skip around, okay.

Interviewer: Why use the Join at all?

Subject: Why? It's a good tool.

Interviewer: Okay, how are you using it as a tool.

Subject: Okay, I use it as a tool for one, I get the test on there, okay. And what I like to do, I like to go through the SMAATTRESS, the Service to country, Money, Adventure and stuff like that. I like that, okay, because I get an idea what the kid's interested in. What's your top priority after I explain.

Interviewer: Okay, how do you step them through SMAATTRESS?

Subject: Well, I tell them, look I'm going to ask you some, I 'm going to ask you some questions, I says, and I tell them flat out, we're going to be, I'm going to try to find, they're going to be fact-finding questions, so I said, I'm going to find out a little bit about you. You know, and I go right through it, Service to country, Money, you know, blah, blah, blah, blah, blah, when I'm through, find out what his top three are of those ten. Prioritize them, probe him a little bit, write little notes down, and then I go back in, sometimes I show them the video on each one, or sometimes I sit down and explain it. I always show them the video on the college fund one, okay, if education's important. But the Service to Country video, I never show them that, I explain service to country, you know, being patriotic, etc., etc. Adventure I can explain that a little bit, the adventure that's in the Army, show them a film maybe. Kid says, maybe he says, well, yeah, you know.

Interviewer: Do you ever go through the list and there's, there aren't three there?

Subject: Oh yeah. Oh yeah.

Interviewer: What do you do?

Subject: I take whatever is he interested in. I've had people with one, I've had people with two, I've had people with, man, about seven things there, seven of them, you know. I'm going to only show you three.

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Interviewer: How do you know the one that he's most interested in?

Subject: I would say, Johnny, if you had, I said, Johnny, if you had to take ten areas, I said, those ten areas right there, and choose the most important to you right now in your life, I said, the most important to you in your life right now, what would it be? Education. Okay. Most people, it's education, okay. Okay, Johnny, no problem, education be most important. But, let's take education out of there. What would be second most important to him, and third? And Johnny, if you would have a third choice, what would it be? Either I would or either I wouldn't.

Interviewer: Why didn't you go through SMAATTRESS, why not just ask them that?

Subject: Well because on SMAATTRESS, you can, you can probe them a little bit, okay. You can go, service to country, what's it mean to you? Not a damn thing, okay. Whoop, move on. Money, what's it mean to you? Oh, a lot. Can't live without money, Sarge. Why can't you live without money? Well, I got to have an apartment, I got to have food, I got to have that. Oh yeah? When you going to get an apartment? When you going to get out of Mom and Dad's hair? Well, I don't know. Where you going to live? Well, I don't know, or, I don't know. Oh yeah? Well how much money you going to need to do all that? Okay. All right. Adventure, well, Sarge, I could give a shit about adventure, you know, or whatever. Achievement and advancement. Yeah, that's important. Then, what I do, I never tell them about, I tell them about the Army's achievement. I say, achievement. Says, the plaques I got on the wall. I said, John, I don't even have enough money to buy enough frames, I could fill up this whole office. I said, advancement, I said, we work by the rank structure in the Army. I said, but so does the civilian community. I says, where do you work now, John? Well, Pudgey's Pizza Place. I says, what do you do? I'm a cook. I said, you got a manager, right? Yup. I said, what your manager used to do? He used to be the cook. I said, okay. I said, see you got promotion steps there, right? He goes, Yeah. I said, okay, so do we in the Army. I said, every place in the world has a promotion system. I said, you can't start out as the boss. I said, I said, but you can get awful damn close eventually. I said, you know, I said, the president didn't start out there, you know, he started out being an

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actor first, I said, you know, I throw that in there and get a little giggle, get a little, you know, laugh from them or whatever. You know, and go on, you know, and I go on, you know. I say, well look, I'm going to show you a film on achievement and advancement. Okay. Now this film's going to tell you about the awards a little bit, and I'm going to explain the promotion system to you, and why we go by rank and what our ranks is and usually what I do is I bring them right in front of my clock. You know, and I explain the ranks, you know, go right around the enlisted ranks, you know. Or I sit him, if he's at the desk, I say, look at my clock and I explain the rank and I'm an E6 and this and that, you know, and gotta' use, I use a personal touch. You know, the kid's not buying it, gulp, move on, you know. But I dig into those areas, I like going in the SMAATTRESS. Sure, I didn't, I didn't have to go through the SMAATTRESS, I could just show them the list of things, the list of, you know, I didn't have to show them the picture, but the picture breaks up the ice, okay. Because, a little bit, there's a couple pictures there that really help me, okay, in personally. Because I'll say job satisfaction, they got a job satisfaction video, I don't know, have you ever seen it? They're really looking, they're really looking happy on the loading dock, they're on a loading dock, okay. And they look, they look pissed off as all, okay, like oh, man, this job sucks. And I say, John, them guys are having a lot of fun at their jobs, what's job satisfaction mean to you? You know, and I kind of throw it in there, I said, man, they're having a ball there. I said, and you look at the winery loading, because a lot of kids work at the winery during the summer, loading trucks. I say, you look at the winery doing that. I said, is that how you guys spend your lunch break? No, Sarge. I said, is that job satisfaction to you? No. Well what's job satisfaction mean to you? Okay. And he's got to answer that. Okay.

Interviewer: What's an answer you might get?

Subject: Well, you know, to be happy in what I do every day. Or, I don't know, you know. Well why don't you know? I don't know. Well, John, come on, I don't know is not an answer. Come on, we're both intelligent here, okay? You did graduate high school right? Uh-huh. Okay, you know. Then I put them on the spot, I dig into his intelligence. I say, oh, you did graduate high school, right? Uh-huh. Well, John, in high school I think you could be able to answer that question. I said, now, I

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got a five year old son that could answer that question for me. So what does job satisfaction mean to you? I put him right on the spot, make him feel about a inch high. Okay, make him feel like a total jerk. Especially with friends around, boy is he going to answer it. Okay. He ain't going to say I don't know, you know. He's not going to say that.

Interviewer: What kind of answer do you get?

Subject: I get, well job satisfaction means, you know, I got to be happy in what I do, I gotta, you know, I gotta have fun. I say, John, I'm a firm believer in that. I said, because I have fun what I do. I said, and if you're not having fun what you're doing, there's no sense in doing it. I says, if you can't, I says, there's two things I go by in the Army, John. He says, what's that? You know, and I tell him, I says, I believe in partying and I believe in soldiering. I says, and he looks at me, you know. I says, oh, don't get me wrong on partying. I said, I'm not a dope smoker or anything like that. I said, but I believe in soldiering, I said, and which I do every day. I wear the uniform and I soldier in recruiting. I said, I'm a soldier. I said, but I also believe in partying. I said, whether that's playing sports, or drinking beer or chasing wild women, I said, I believe in it. I said, but there's one thing you gotta draw the line at, and I said, it's just like in the winery. I says, you can't party and soldier at the same time. I said, just same you can't work and party at the same time. I said, so, you can't party and soldier at the same time and you gotta give up one of them, and as long as you're in my Army, John, you can't give up soldiering. You know, the kid's going, what's this guy saying, you know? You know, and there's a time and a place for everything, you know. Go on from there, you know, tell them a little bit about the recreation, you know, and go on from there. You know, you just use your personal touch. If the guy's buying the whole thing, I cut the interview real quick. You know.

Interviewer: What do you say? If he's buying it, what do you say?

Subject: I say, when, when would you like to take the test, today or tomorrow? I says, what's more convenient for you. I give them a choice, okay. I don't like to high pressure them. A lot of guys will sit there and pressure them, pressure them, pressure them, and he'll say well, I don't know. I'll say, John, you wait a second, why don't we take the test

Wednesday, and join Friday. Take the test Wednesday and join Monday. Ooooooh, okay. Well, wait a second. You didn't sound too good on that. Well, okay. I said, let's go back and regroup. So then I'll explain the test and everything. I'll say, in fact, you know what would even be better? I said, if we went down tonight and took the test, joined tomorrow. And then by tomorrow you can get it all done, seeing you're not working tomorrow, you know. Already in the interview before that I would have found out if he's working tomorrow. You know, so I can kill on the test, so I could set up a kill, put the test kill in there. Okay. And then the kid will, you know, sometimes you get an objection. Well, Sarge, I only want to test. I just want to take the test to see how I do. Whoa, whoa, time out. I said, John, let me tell you something, costs the tax payers about a hundred dollars just to give you the test. I says, okay, that's a hundred dollars my taxes. I said, plus, John, I don't test people just to test them, I says, I says, they give tests in high school, you could have took it then. I says, I'm not going to take you down to 3\$, waste 20 minutes of my time, then you take the test for three hours, then I gotta go back down there, pick you up, bring you back. I said, I can't be doing this, John. He says, well. You know, I says, John, when you take the test, I says, you know, especially if the kid's a hard sale, or if he's listening, I say, John, when you take the test, three days after you take the test, you have to join the Army. What? Well, John, three days after you take the test, you have to join the Army. Well, Sarge, somebody told me the test is good for two years. Well it is, John, it is good for two years, okay. But what we like to do, your test scores are getting into the computer within that three days, and they're right there on top of the computer. It's easy to pull them out, easy access, you're already programmed in the computer. I says, we don't have to do no filing or anything, I says, boom, boom, boom, you know? And sometimes I draw the thin line again on integrity. I say, look John, you only got five days to join the Army after you take the test. Okay. So what day is going to be more convenient, Monday, Tuesday, Wednesday, or Monday or Tuesday, or whatever. That's a fine line, but you're getting the kid to say, yeah, Sarge, I'll do it Monday. Okay, you're getting him to make that commitment. Oh, man, five days, if I take this test tomorrow, I got five days to join. So he's got to make that commitment. Okay. And then you fill out the paper work and always before the kid leaves, I got him to close and everything, always

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before he leaves I get something from him. Okay, i.e. birth certificate, social security card, you know, I get something from him before he leaves my office after the interview. If he's committed to enlist. All righty, okay. You got a school I.D.? Okay. John, let me have your school I.D. This way I can start doing your paper work. Okay, this way I got some form of record that says official, okay. Let me have your social security card, John, that way I can punch it in the computer, get you all programmed already. Okay. That way, if the kid walks out the door, and says, gets down the road, down to Suzie's house, says, I've changed my mind. I'm not going to join. Suzie says no. Okay. Where's his social security card? Right here. How's he going to get it back? Right here. Who's he gotta come see? I'm going to talk to him again. Righto. Something of theirs where they got to come back. Something of theirs where they got to come back. You know, like if they're buying, if they're not buying, fine, they're not going to get anything. But if they're buying, and they say okay, I'll test tomorrow, and then I'll test again, I'll test tomorrow and I'll go up on Thursday or whatever. I always get something from them. That way, in case they have second thoughts I got something dangling. Hey, you gotta come back and get your birth -- I'll call them up, you know, they'll call me up. Usually a kid will call me up and say, Sarge, I changed my mind, I'm not going now. Okay. John, jeez, don't forget I got your social security card. You have to come back and get it some day. Oh, damn, Sarge, when can you, can you mail it to me? Oh, no, no, no, no, I said, John, I don't trust the U.S. mail. I says it might get lost and then you gonna hold me liable. I said, I'd really like you to come back in here, that way I can document it on your card that I gave it back to you. I said, and it covers me all around, okay. Okay, Sarge, I'll be back in again. And when they come back in, you're gonna, you're gonna resell them, and he's gonna -- nine out of ten of them will buy it.

Interviewer: Let's say you do the, you gotta' join within five days, and the kid comes back and says, hey Sarge, you know, we have a trust problem here because, I found out I didn't have to join within five days.

Subject: Okay.

Interviewer: What do you say?

Subject: I'll say, yes you did, John, because you know that program you wanted to join for? I says, let me

show you something here, and I whip out something. Say he joined for, say he wanted a GI bill and a bonus, okay. The GI, the college fund, the Army college fund and the bonus, you could get it up until one October here, okay. Now they did away with it. You only get one or the other, okay. John, you wanted to join, huh, our month ends on this day, if you want it, you gotta get it before the month ends. Okay. You know, I can always, yeah, I can always justify that. I can cover that.

Interviewer: You say, the job won't be there?

Subject: Right, the job won't, John, this job you want, it's there now, okay, it might not be there two days from now.

Interviewer: I thought you'd use different tactic. My, my guess when I asked you that question was you'd say, hey, John, let's be honest. Are you gonna' join the Army?

Subject: Oh yeah, it just depends on the guy. It just depends. You know. But and then I tell him, look, the longer you wait to join, the less the jobs are. And especially if they're a senior, if they're a senior, what I'll do is I'll say, you know, John, I said, in two months from now you're going to be a graduate. The day you graduate high school you're considered a high school graduate. You go into a totally different category for us. What do you mean? I say, and I tell them, I say, you're a graduate. I says, and when you go down there then after you graduate, you'll be leaving within a couple days or a couple weeks or a couple months.

Interviewer: Start that over.

Subject: Well the high school, if they're a senior, okay, I'll say, look, John, you're a senior, you're a, you're a graduate. Soon as you graduate high school, you're a graduate. If you wait to physical and join then, I said, you'll be leaving in a couple months. I said, and plus when you go, when you're a graduate, I said, you go into a different category. I said, you go from a high school senior to a high school graduate. I said, and you go into a different window. Okay. I said, you'll be leaving a lot sooner. I said, now you're a senior, John, okay, you're a senior, or, John, you're a, you're a college student. You're in your second year of college or first year of college. If you join now, the advantage for you to join now, John, is, you got something to play with. You got something, you got, you can tell us what you're

going to do, okay. You can tell the Army what you're going to do, you can get up there and tell the guidance counselor, nope. I'm not leaving the 14th of June. I'm leaving in July or August, okay. And now, John, you're a senior, okay, now what would you rather do, leave two days after graduation or a month after graduation? 90 percent of them want to leave a month after graduation, you know, get all the partying out of the way, okay. Okay. Well this is what the advantages of you joining now, you join now, you going into the Delayed Entry Program. You can pick your job out a lot farther because you're in a different category. As soon as you're a graduate though, John, okay, you graduate, say you're going to graduate high school the 30th of June and the 1st of July you join the Army. John, I'll tell you what, you'd be gone by the first of August, you'll be gone. And the jobs will be a lot more limited. I said, now you got the whole computer to look at. All three hundred and some odd jobs. I said, you're a graduate, they're going to narrow it down. I said, because they're going to make, they're going to want you to buy on the first job. You know, the first couple jobs, they're going to want you to bait the hook, you know, buy, take one of them jobs for a couple years and join. I said, so that's what the advantage is now. You know. I got a lot of ways to counter that. I'm not worried.

Interviewer: How do you keep him honest on the floor? What if he gets shakey on the floor? Does that ever happen?

Subject: I don't follow you.

Interviewer: You take him up to the MEPS. And the kid's there and he says, gee, now that I'm on the, now that seeing all these people being pushed around and shoved and poked --

Subject: Oh, no, I've never, as far as, you're talking about, he gets up there and takes the physical and then won't join.

Interviewer: Yeah.

Subject: I've never had that.

Interviewer: What do you do in the car?

Subject: Oh, I talk, Army, talk to them everything about the Army, positive and tell them everything negative.

Interviewer: What do you tell them, do you tell them anything

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about the MEPS before he gets in there?

Subject: Well, I fill out the pre-screen first, okay. We have one form that's got about a hundred questions on it, and I have them fill that out, yes or no. Okay, once they answer yes to stuff, I say to them, I say, before you answer yes to any question, you call my attention to it. Okay. And they'll say, they'll say, hey, Sarge, I gotta answer yes to this head injury. Okay. What did you say, what head injury? Well when I was five I cut my head right back here, I fell on the back of my head and cut it on the sidewalk, and it split open. I said, you go into the hospital? Yeah, just for stitches. Said, were you in the hospital over night? Yeah. Okay. That's not a head injury, okay. Boom. Have you ever had eye trouble? Boom. No, no, no. Yes or no, do you ever have, do you have psoriasis, dermatitis, acne or scaly skin? No. Okay. This one I fill out after they fill out this one. Okay. And I say, have you ever had curvature of the spine? They fill this out. Well, yeah, Sarge, my mom told me I have curvature--. Your mom told you? Well, then you don't have it. Did your doctor tell you? No. Well then you don't have it. Is your mom and doctor? No. Okay. Usually they sit right there, and I said, before you answer -- and I'm filling out the rest of the thing for him. I said, before you answer yes to anything, you let me know and I will explain it. Okay. He says, well what about scars on my body, I had my appendix out. Well, yes. You can answer that one yes. Well, what about the scar right there where I scabbed myself last night on my car? Don't worry about that, okay? It's just like this kid, just like this kid I got going on the floor tomorrow. He's got planter wart on his foot, okay. Put a little note on each, on everybody's card, what I need to brief them about before they get on the bus or before I take them to 1\$. I got to brief him on this planter's wart, okay. Planter's wart is not a disqualification.

Interviewer: How you gonna brief him?

Subject: Well, tell him. Look, if they say anything about your planter's wart, they're going to ask you. I said, does it bother you? No. Okay. Main thing about it on the physical floor, I tell them, don't get a brain cramp. Okay, don't say, oh yeah, when I was five years old my mom took me in because I was having, I had a problem breathing and they told me it was asthma. Okay. Were you ever treated for asthma, John? No. How do you know it was asthma? You know. Okay. Well, my mom said it was asthma,

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she always told me it was asthma. Were you treated for asthma, were you on medication? No, but Mom said it was, you know. Mom's not a doctor. What did the doctor say? The doctor said it was just the flu? Okay, you know. The same way with sprained ankles, well, yeah, okay, broken bones, you know, this and that.

Interviewer: What do you mean by a brain cramp?

Subject: A brain cramp, you know, the kid gets down there on the physical floor, you know, and they say, you won't, if you're not telling the truth, we're going to fine you \$10,000, kick your ass out of the Army, throw you in Leavenworth, make big rocks into little rocks, blah, blah, blah, blah, blah, blah. Kid goes, beep, doc, doc, yeah when I was three years old, yeah, I fell down on the sidewalk and I hurt my elbow. And I think it was broke, okay. It was just bruised all bad, but, you know, he gets a brain cramp and he says, oh, yeah, now I remember, you know. I call it a brain cramp. He gets brain dead, all the sudden he goes brain dead, and he remembers something that he shouldn't remember because the best way to get through the physical is keep your mouth shut. I says, let me tell, I says, John, let me tell you what their job is there. Their job is to disqualify you from not going in. They could care less if you ever go in the military. I said, once you're disqualified, you're disqualified for all of us. I said, so if you're thinking about joining the Marine Corps, forget it. I said, because you're disqualified for everybody. He says, oh, okay, you know. I very seldom lose people on the floor where it's something I can catch, okay, like a, you know, glasses or, you know, something, you know, broken finger or something. Something that I can catch. Now if it's something the doctor can catch, heart murmur, high blood pressure, urine in, protein in his urine, I can't detect that before he goes down. But I don't lose them because of me. Okay.

Interviewer: Okay, so how do you keep me from getting brain cramped?

Subject: From the way I, I drill you. Boom.

Interviewer: Drill me. Drill like the last kid you took up there.

Subject: Sure you're not lying to me? No. Okay. You sure. How sure are you? You know. Well, John, you told me you never used marijuana, okay. How come your sister told me you smoked dope two nights ago?

What? I never smoke dope. I said, oh, your sister told me that, you know. Then you're, you know, you're messing with his mind, you know. And you know, you sure you didn't use any dope? Okay. You know. John, I know you were arrested and, but I know the judge told you, I know, John, I ran a check on you, okay. And I use this a lot. John, I ran a check on you, and it came back that you were arrested. How come you didn't tell me about it? Sarge, I've never been arrested. John, it says right here you were arrested for speeding. You know, speeding and disorderly conduct, okay. Now is this you? You know, and it'll be blank, you know. And the kid will go, no I never was that, you know. And then you know he's telling the truth, because then you go, well I got the checks right here, you know, as I said, I ran them last night when you were home, you know. And you know, I went up and did a hospital check on you. You know, I do stuff, you know, tell them stuff like that.

Interviewer: Tell me, hospital check. What do you say?

Subject: I just told him I went up to medical records and asked if they had any type of record on you at all ever coming into the emergency room for anything. And I says, they got it down here that you came in for a stomach ailment, and something was wrong with your ears. How come you never told me about it? You know, make up stuff, okay. You know, because normal things that would happen to kids when they're, you know, one through seventeen, you know. And no Sarge, no, no, no, no. No the only thing I ever had, I had a, I had something wrong with my knee one time. What? You did? How come you didn't tell me? I didn't think it was nothing. Well tell me now. We're going to get that cleared up and get it out of your brain real quick. I said, bless you my son, forget about that. You know. I said, don't you be telling nobody about that, you know. I said, because as soon as you tell them, John, about something, they're going to disqualify you. I said, you let them find something wrong with you. I said, because what you're doing is you're building your military file, your military medical file. I says, and what's wrong with you now, what's wrong with you when you go in, I says, okay, you know, and it needs to go in now. I said, he's not, you know, a lot of it doesn't need to go there, a lot of it. But usually, the kids are pretty healthy around here. You know, the water's pretty good, I guess.

Interviewer: What other tricks do you use that, to bring out,

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you know, last minute things?

Subject: If possible, I have another recruiter brief him. I just have, if it's possible, when I take him to 1\$, or before he goes to the physical, if there's another recruiter in the station here, or down 3\$ when he's taking the test, I have another recruiter take him behind a closed door and brief him, try to get something out of him that I didn't get out of him.

Interviewer: What's the advantage of that?

Subject: Well, another guy, another face, you know, he might, you know, he might let something out of the bag, or another guy, there was one guy that used to be in 1\$, in our recruiting company. He briefed a guy, he used to brief a guy on the elevator. In 1\$, he used to brief them. He used to get in the elevator, and it's, MEPS is on the second floor in the Federal Building. And he used to get on the first floor elevator, pull the elevator, stop the elevator between floors, and sit there, this guy chewed this Copenhagen, or whatever, and he sits there, he stand like a big guy, bald head, just like, Kodan the Barbarian, you know. He'd stand there and go, spit right on the elevator floor rug, you know, real gross type of guy. Sit there and he's an E7, go, let me tell you something. What are you holding back that you're not going to, that you're going up there to tell the doctor? Huh, what are you holding back? You know, what are you holding back, tell me, you know. You sure nothing's wrong with you, son, you sure? I'll tell you what, something's wrong with you I'm going to whoop your ass, you know. And he was a good guy, he'd, kid would be sitting there going, nothing's wrong, Sarge, nothing wrong with me, nothing wrong with me, you know. He'd go, good. Get out, go take your physical, you know. I mean that's, you know, scare tactic, you know. And you gotta do that to some kids, you know. You got to, that's what I mean, you know, you got to.

I tell him, I say, John, if you get up there and get a brain cramp and there's something you lied to me about and didn't tell me, I don't care how you get back from 1\$. I don't care how you get back. I said, it's an hour and half drive, it's probably a good six hour walk, seven hour walk, eight hour walk, I don't know. I said, you may just as well walk, I said, because I ain't coming after you. And that bus ticket you got, that's invalid because I'll cancel it. I said, you know, and right there when you start confronting them with, damn, I gotta

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walk back from 1\$. They'll usually come out and give you anything you want to know, they'll tell you.

Interviewer: So, tell me anything else about the MEPS. You make sure you take care of the brain cramp.

Subject: I ask them on the medical, and then the ITNAC, which is the security investigator, I tell them about him, how he's going to go up one side and down the other, ask him about dope smoking, marijuana, ask him about law violations. Oh, yeah. Oh, yeah. You know, I tell them, don't you come up with nothing when you get in there. You know, I says, if you think of something when you get in there, I said, go ahead, tell them no. I said, and then you come back and tell me and I'll tell you if you should go back and tell them, you know. I said, but don't do it then, you know, I said, you know, unless, I said, unless all the sudden you come up with a felony. I said, if you, you know, you're not going, you're going to walk home if you do. You know. And it's a long walk from here, you know, so, my kids won't, I have no problem there. No problem at all. I tell them everything they need to know.

Interviewer: Let me back up, let me show you the frame I'm talking. Do you tell them anything about the atmosphere of the MEPS?

Subject: Oh yeah.

Interviewer: Tell me.

Subject: I tell them they're going to go in there first thing in the morning, get a briefing, fill out another form just like we got done filling out here, Johnny. Then you going to sit out, then you, until they take you in a room and tell you to strip down, put your shit in a wall locker, to your underwear and you going to sit on a cold wood bench, waiting your turn to go see the doctor. And you're going to be just sitting there shivering, freezing, and then you're going to go see the doctor. And then you're going to get a chest x-ray, then you're going to get height and weight, then you're going to get a blood test, then you're going to urinate in a cup, then you're going to get a hearing test, an eye test, you know. You're going to go through all these stages, I says, but all these stages don't take as fast as I just went through them. I says, it's going to take, you know, there's going to be 25 guys ahead of you, I said, be in the front of the line as much as you

can. I said, because you're going to wait here this, wait here to do that. I said, you're not, I said, John, I'll tell you what, we start the physicals at six thirty. You know what time you going to get done with the physical? About eleven o'clock. I said, you're going to get done with the physical eleven o'clock. If you get done earlier, I'll be surprised, you know. I said, then after the physical, you're going to go to lunch. Then you're going to come back and see the guidance counselor. I said, and that's going to be hurry up and wait, because there's only one computer and one guy in that computer room at a time. And they're all picking jobs. I said, you might go in there and only be in there five minutes, saying, oh, yeah, I want that job, boom, boom, boom, boom, done. I said, but the next guy might go in and be in there an hour, saying no I don't want this, no I don't want this, you know, on and on and on. I said, so you gotta do what you, you know, I said, you gotta, you're going to have to roll with the punches up there. It's a long day. I says, but in the long run it's all worth it. I said, because you're getting what you want. I said, you know, I said, you know, don't be surprised if you got to come up there the next day if something's wrong with you, you know, if they find something wrong with your knee or something, you got to come back. I said, don't get, don't cop an attitude and you'll be all pissed off that you couldn't join that day, because you'll be able to join later on. I said, don't worry about it, you know.

Interviewer: What else do you tell them, if anything, about the guidance counselors?

Subject: Well let's see, you get in there with the guidance counselor, I said, you tell them you got to catch the bus at five o'clock. That way he's going to work you first. Get you out of there. I said, you need to make sure that, you know, you get in there with the computer, you tell them what you want. Okay. I said, if you don't tell him what you want, he's going to tell you what you want. Okay, what he wants you to do. Okay, so you go right in there and you tell him what you been thinking about doing in the Army. Okay. He'll do everything he can to get you. I say, he's going to tell you to wait, he's going to tell you to fill out these forms. He's going to tell you, I say, he's going to explain things to you only once. I said, because he ain't got time, he's got thirty other people that day, or twenty other people, he ain't got time to explain it six times to you. I said, so if you don't, if you're not listening up,

if you're screwing off with Johnny, then you're going to screw up and miss the bottom form. He's going to tell you to copy this just like this on this form. And if you didn't copy it, you're messed up, okay. And then sign your name to it and initial it, and when they say initial here, here, here and sign your name here, okay, do you understand all these, duh-duh-duh, read them. I said, take your time. I had one guy up there, personal experience here, I had one guy, in fact he just left, he's only been in basic training about a month. He was a college grad, the guidance counselors got pissed off at him because he took every piece of paper, this is the first guy I've ever had do this, he took every piece of paper that they said initial and sign, he said, just wait a minute and read every one. Took his time, read every one, said, uh-huh, uh-huh, read the fine print, uh-huh, uh-huh. Most kids will just go, by that time they're ready. He read every paper, uh-huh, okay, now explain this to me real quick, he says, explain this to me real quick, explain this, you know. They, one guidance counselor said, Jesus Christ, hurry up. And then my boss was there, my boss said, don't you ever say that again. My first sergeant said that. He goes, this guy can do anything he wants here. He said, you're providing a service, okay. And this is one of these new guidance counselors, you know. Yeah, you know. And he read, he read everything, right down to the damn fine print, I mean he even read the phone -- they didn't like him out there. I mean, he could have been out of there, this kid could have been done and out of there by two o'clock in the afternoon. And by him reading everything, and he got into the oath and says, whoa, whoa, whoa, wait, time, he got into the oath and says, I was there, he says, I want my recruiter to take pictures of me during this oath. And hey, it's their day, you know. So I took pictures with his camera of him. We could have been out of there by two o'clock. As it was we didn't get out of there until almost five thirty, six o'clock. You know, was it worth it? Yes. Okay. The bottom line was, a number, you know, got a contract you know. And he's happy you know. He loves every minute of the Army, so yes it was worth it. So, and I told him, he said, can I do that. I said, you bet your ass you can do that. I said, I don't care if you take all damn day. I don't care if it takes three days to read it. I said, they ain't going to do nothing to you. And then, his girl friend was down there joining the same day. You know, she joined also, and you know, she was, come on, hurry up. He says, honey, no hurry. He says, I'm making sure this -- he was

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going to, you know, he was going to join, but he was going to take his time, reading all them forms, checking out everything.

Interviewer: So, what else do you tell them?

Subject: Guidance counselors are good guys, but they got a job and they're under a lot of pressure because they have so much to do in such a short period of time. I says, so you gotta roll with them. You know, they're going to be yelling back and forth to each other, hey, let's do this, do this, you know, and Smith in here, Jones in here, you know, whatever, okay.

Interviewer: You tell them anything about how to act if they don't like the job the guidance counselor offers?

Subject: I tell them, if they whip up something up there that you don't like, you just tell them. I will not join the Army for that. I says, I would rather have you not join the Army, then to join the Army in something you don't want to do. Okay. But I've never had the problem, all mine have always joined, you know, they're always, yeah, I'll take that. I'll do, yeah, I've had a lot of them gone through a lot of jobs, you know, gone through a lot of jobs on that computer, finally said, yeah that's what I'll do. You know. So, oh yeah.

Interviewer: Good, so we're in the car, we've taken care of brain cramping, we've told them sort of about the MEPS and the guidance counselors, anything else?

Subject: No, that's about it.

Interviewer: What about on the way back? What do you talk about?

Subject: Talk about the Army and the job they went into, how good of a job it is, you know. God damn, that's a good job, man, you're going to get promoted, man, you know, you got the college fund, too? I can't believe it, I couldn't believe you got the college fund along with this job. That's hard to believe and for only two years? Man, John, oh man. You know. Make this sound like, you know, and this kid's going, Jesus Christ, did I really rip off the government or what? Yeah, you did, or, you know. So, you know. I said, yeah, man, you got all this stuff, I can't believe it. You know, take them to McDonald's or whatever, you know, and relax them a little bit. Say, it was a long day, right? Yeah, but it was worth it, right? You know, are you happy? Yeah, Sarge. You know. You're sure you're

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happy. You know, and I keep on asking, I ask them that two or three times. Are you sure you're happy? Yeah, yeah, yeah. All right, because there ain't no looking back now, Johnny. You know, you're going. You know. Well that's good, you got a couple months after graduation, you don't have to leave until then. That's good, you can get all the playing out of you, you know. So, I says, you got plenty of time to get in shape a little bit, you know. Just explain to them what they gotta do in the Delayed Entry Program, getting in shape, showing them a little video on basic training, I do, you know, explain to them to start getting in shape, you know, have these little DEP functions. I even got them calling me twice a month, etc., etc.

Interviewer: Okay, I was going to ask you, what do you tell them they have to do as part of DEP?

Subject: They have to get promoted. I say, John, you got to give me, I said, I don't care how many people you give me, okay, but I need at least two of your friends to join the Army, okay? Now, you can bring me as many as twenty, John, or fifty, I don't care, I said, but two of them have gotta join so you can get promoted, okay? Well, you can even have one, okay, but I don't tell them that, okay. You can get one as long as he's a 3A. And he has to join. Now John, now he don't have to leave for basic training the same day you do or nothing. Okay, he can leave before you or after you, but as long as you get him in, prior to you leaving for basic training, two of them, you'll be promoted, okay. And then like, if the kid's getting down to his last month before he leaves and he's not promoted yet, then I'll whip that, you know, because we only need one, I say, Johnny, if you bring me one person next quarter, I said, I'll get you promoted. I'll slide you the other one, I'll tell them that, I'll slide you the other one. The kids says, oh, man, Sarge's going to slide me one. He says, I only got to get one, he's going to, he's going to give me a freebe. Man. I've had a lot of people in the last month, boom, boom, boom, bring in one guy, you know. And I'll tell them, I'll slide you the other one, I'll, I'll do the paper work and slide you the other one, no problem. They'll do it so they can get promoted. You know, it's perfectly legal because they only need one really, you know, as long as he's a 3A. So we do it that way, you know. And I tell them, man, if you get any law violations, call me as soon as you get picked up. You know, and tell them to give me a call, stop in, bring people in. I give them my home phone number,

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tell them about, you know, what they got to do, what's their obligation, you know.

Interviewer: What about rules on contacting you. Let's say it's summer vacation, they're going to go away for a while.

Subject: Still call me.

Interviewer: How often?

Subject: Twice a month. Yup, they call me twice a month. I, I told them, I tell them, I might call you every day for a week, and not call you for two weeks. But you'll be calling me that second week. Because it will be your turn to call me. You know, I say, I'm going to be calling you up, calling you for referrals. I said, I'm going to call you up just out of the clear blue sky, and say, I need one person by tomorrow. I need somebody that's interested in joining. You know. I know you won't get, you know, you probably won't give it to me, but I, you know, try to get a name out of him, you know. And I'm constantly asking them, hey, when are you going to get promoted? You know, you going to let all these other people get promoted and you're not going to get promoted? You know, and then when I have my DEP functions, I have, I save the promotions until then. You know, and I'll have two or three people getting out of there, getting promoted out there. You know, I'd pull up to one guy and I'll say, you're not getting promoted. I said, you should be ashamed of yourself. I said, you been in the Delayed Entry Program longer than any of them people, and you're not getting promoted? You know, make them feel real low. You know, usually that kid will get fired up, and say, well god damn, I'll prove him wrong. So, either he does or he doesn't.

Interviewer: How do you get them to know that they have to do DEP functions? Like coming to meetings or like doing your little basic training gig of how to march, do you just tell them you're in the Army now?

Subject: I send them a letter, you know, I call them up and I send them a letter. I send them a letter, and the letter basically says, special orders, authority Army regulations 60210 which is a recruiting regulation. "To all delayed entry personnel: Welcome to the Army. You are hereby directed to report to the recruiting station, Saturday, 15th of February, 1000 hours." Okay, and I put it all military. "Scheduled

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activities to include: meeting with me in the office to answer questions, gripes or anything on your mind." I usually put, bitches, gripes, complaints, okay. "We won't be going to the Army Reserve Center, but there will be demonstrating and practicing of drilling ceremonies, marching in the office and adjoining parking lot." Okay, we did it in the parking lot on Monday. "Food and refreshment will be provided by us. Use of alcoholic beverages prohibited. You are directed to bring at least one friend who might qualify as a potential Army applicant. Feel free to bring more than one. Please contact me by the 13th to verify your attendance, or give me a good reason why you are not going to attend." Okay, "We should be done by 1300 hours, if you all arrive on time. You are hereby ordered to come eat, drink and have fun." And I send that out to all of them, no matter, you know, however long they've been in the DEP.

Interviewer: For every major DEP function?

Subject: Yeah, I have one every month.

Interviewer: Do you prefer, some recruiters have a preference for doing, meeting with the DEPs in groups versus meeting one on one face to face.

Subject: Yeah, I do. I get them all in a group. Yeah, because that way I can, that way I can take the guys and say look, this guy's only been in the DEP two weeks, he's DEP promoted. He's getting promoted today. You guys have been in six months and you haven't even got one referral yet, you know. Kind of make them feel bad and they'll go, you know, kind of duck their head a little bit. Make them feel like a private. You know, make them feel like a scum of the earth private. Okay. I'll say, come here, Private E2. Okay, that's the guy that got promoted. You privates just stay there. I don't want to associate with you guys, you guys are just privates, but this E2, come here, you know. A little mind game. You just talk to them and say, come here, you guys are my special privates. You guys come here, I'm going to teach you guys, you guys are going to be the demonstrators for these privates because you're in charge of these privates. These are nothing but privates, scum of the earth, you know. And, I'll call them, I'll say, come here, scum of the earth. Come here, come here.

I got a lot of make believe forms, you know, like letters like that I send out to the DEPs and stuff, you know, that I just draw up, you know, and type

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them up and go from there, yeah. Yeah, you know, to give them an idea. You know, because the letter sends out, that way they got a formal invitation to call me back on a DEP function, you know, especially a DEP function form, plus they get a little chuckle out of it, you know.

Interviewer: Now, if you're dealing with a DEP, how can you deal with their individual gripes if they don't want to talk about it in a group?

Subject: Fine, get them all around here, talk to them, okay, I say, if there's anybody wants to see me in private, that's what I got that other office for. I said, don't be afraid, get your butt up, I said, we'll go in there right now and talk one on one.

Interviewer: So you leave the rest of them out here?

Subject: Righto.

Interviewer: So it's not like, after the meeting, it's part of the meeting?

Subject: Right. Or, what I do, I said, look you guys with individual gripes, we'll just go ahead and talk after we're done with everything. You guys just come on back. I say, you guys with individual gripes, I say, I want to know who you are, you all just come on back and we'll go from there. Okay. Very seldom have people with individual gripes. Very few times.

Interviewer: What is a good way for you to increase the chances for your success?

Subject: Advertise, I guess. Community. Talk to the community, you know, I don't know. A good way, what is a good way for my success? Well, word of mouth. Hard work and long hours. Dedication and duty.

Interviewer: Dedication and duty? What does that mean in real terms?

Subject: Well, you know, being, you know, this is right on the board, duty, honor, country, being dedicated, you know. Doing your job to the best you can every day. Doing to the best of your ability.

Interviewer: Wait, this is like practice makes permanent, not perfect. I mean, doing that won't necessarily make you more successful will it?

Subject: Right, no.

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Interviewer: So, what do you need to do to increase the chances for your success? I mean, I appreciate dedication, but that doesn't mean that what you're doing is the best way of doing it.

Subject: Doing it my own self.

Interviewer: Okay, anything else?

Subject: Doing things the way I would, the way I do them, okay. Yeah if I screw up, I screw up, okay. If I do something wrong to an applicant and he doesn't buy the product, well then I know next time maybe I can't do it to that guy. Okay, or a guy similar to his needs and interest, okay, I got to do it a different approach. Okay, I might go at it, you know, sometimes I might get carried away, sometimes I say shit, piss and everything else, you know, when I'm talking to somebody. You know, with a little, get a little foul language in here, you know. Maybe I can't do it sometimes. Okay, you know, I might turn somebody off that's religious or something, okay. Yeah, I'm religious too, you know.

Interviewer: Well, how do you get your own style. It just came to you in a revelation?

Subject: Practice. Practice.

Interviewer: Practice what?

Subject: Practice different styles, till you get one that works, you know. Everybody that walks in that door is different, okay. Have to do your own little style. Your own little style. It's what, it's what gets you through.

Interviewer: Okay. What is a good way for you to increase the chances for your success?

Subject: You want to know what a good way is? I have to be more confident in myself. I was thinking of that.

Interviewer: What else?

Subject: I have to be more confident, I have to believe in myself, that I am the Army, and that I can sell the Army. Because sometimes I get hung up on that where I don't have enough confidence to, especially when I'm talking to somebody older than I am. You know.

Well, he came in and he was prior Army and I

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figured, well, I didn't know which way to take him, if he was positive Army because he was prior Army, or if he was negative against the Army. So I kind of backed off the reins, and that's when I told myself, I said, when he came in, I told myself I was only going to talk to her about the testing, okay, all right, I was going to talk to her about taking the test, and then taking the physical later, okay. And I never do this, in fact you can look at my books, I never test a person unless they're going to join, okay. But I'm pretty confident, I've been talking to her for, I started talking to her on the 17th of July last year. The recruiter prior to me started talking to her way last April, almost a year ago.

Interviewer: Let me ask you something. Do you think she's going to talk to her brother on what your missing?

Subject: Oh, I know that.

Interviewer: What do you think is important for her brother to tell her when she says, I don't know, what do you think about that guy? Do you think she's going to ask him what he thinks about you?

Subject: No.

Interviewer: What do you think she's going to ask him? You know, in terms of what do you think, do think this guy's giving me straight information?

Subject: Oh, she, she might. I think she will.

Interviewer: What do you think he'll tell her?

Subject: Yes.

Interviewer: What do you think that's based on?

Subject: Because he's been in and I, in fact one time I used him as an example. In my telling, in my saying the right and I use that to back me up.

Interviewer: So who are you selling it to?

Subject: I was selling him right then. I was selling her through him. See what I'm saying?

Interviewer: So, if you were, if that's what the strategy was, if that's what your instincts told you, did you do the right thing by backing off?

Subject: Yup. Because, if I would have pursued her, if I would have pursued her, she would have went cold.

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Okay, and the reason is because two other came in the office, okay, her brother was there, you were there, she felt uncomfortable with you, I'm sure. She felt uncomfortable when those other two people in, one was this classmate. She would have backed off if I would have said, let's join. That's why I made it like a joke. Do you want to join today or tomorrow? Okay, you still got time today, okay. She would have backed off and she would have been dunk fried. I would have pressured her too much.

I don't go for the, I don't like to go for the kill when two other people are in here, I have another guy's father in here, okay. Now, if it was just us three again, okay, if them people hadn't walked in the door, okay, if you noticed I cut it short when they walked in, okay, I cut it short, okay. That's bad, but that's good for me, because I'd rather cut it short, not spill all my guts, have something to go back on, okay. If you notice in my interview, what did I go by, what the school taught me, okay. Just that SMAATTRESS, that's about it. Okay, and that's all I told her, I didn't show her any jobs on the computer. I showed her basic training and the reason was because a couple films when, a couple films I watched her eye expression and her face expression, and they were doing things and a couple other things she was going, you know, heeing and hawing and I said, whoa. I'm going to lay basic training on her real quick, that way she sees it and she'll see it again in a couple weeks after she joins, okay. You know, get it fresh in her mind. I didn't show her any jobs, I didn't show her any posts or anything like that. You know, like, so they say, we're supposed to.

Interviewer: What else? Confidence, what else do you need? You've mentioned getting your own style, that's still in there?

Subject: Believe in yourself. You know, have confidence, yeah, you know. Same thing, use my own, use his own style. Yeah, same thing, you know. Because I'm going to be training him, okay, and the way to train him is the way I know how to recruit, okay, and I'm, I'm hoping that my personal attitude, and my personal way I recruit, goes off on him, okay. Because I'm a successful recruiter this way, the way I do it, maybe he'll become a successful recruiter, you know. Fine-tune my adjustments to his needs, to fit his needs and go from there, and become, maybe two years from now, somebody's out here doing it to him. You know, same thing what you're doing, you know. You know, you never know. Yeah, but you know, I mean, I feel

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that I could teach somebody and they become a damn good recruiter.

Interviewer: What is the relationship between what you're doing now on your job, this year, and what you did last year?

Subject: Oh, I been, last year was the same thing. I was station commander, you know.

Interviewer: Was it totally the same job, you were doing the exact same thing?

Subject: No, I've improved a lot, you know, as far as sales techniques goes, you know, I've improved a hell of a lot.

Interviewer: What are some of the differences?

Subject: Last year I was by the book. You know. I was by the book, you know, open up the book, flip the pages, you know, I was a robot machine, going, this is the way we do it here, okay. On and on and on, going right through the book. And it wasn't working, I was successful, but I wasn't as successful as I should be. Okay. Yeah, I was making my numbers and I was over, but then I went into my own style, okay, and went kind of, bad to say, I went kind of unmilitary, okay. I mean most recruiters sit in that chair with an applicant, sit right there, nice position of attention, dut-duh-duh. Man, when I get an applicant, I lean back, I do like they do, okay. I like, I act like them, I walk like them, I talk like them. I relax, I lean back in the chair, I screw around, I tell jokes, you know. You know, I have a good time, okay. Last year I was, tin soldier, okay. We're going to do it this way, this is the book, you know. So yeah, then we go back right to my own style, okay. I'm kind out of my nut shell I guess, okay, and did it my way instead of their way.

Interviewer: Did it work?

Subject: Yeah, sure did. From writing three or four a month to writing six or seven a month, you know. Is that working, yeah, instead of talking to ten people and writing, putting one person in, now I only got talk to four and make one. Okay. Is that better? Oh, yeah, you know. That means I only got to talk to twenty people a month and put four people in, on average. Okay. Then, if you look at it, last month I talked to twenty-one people and put four in, okay.

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Interviewer: So which is better, following the written rule and being unsuccessful, or doing your own style and being successful?

Subject: Doing your own, to each his own. There's a recruiter in 3\$, he's been a recruiter there now about a year, okay. And he came out here, we became good friends, playing sports. He likes, he's athletic, you know. And, anyway, to make a long story short, he does everything by the book. I mean, he won't, he doesn't use his own style, okay. He talked to this kid. He says this kid tested well, with the test, but then wouldn't go any farther, but the guy sold him the test. Didn't sell him on the Army, sold him the test. Take the test and we'll go from there. Anyway, I talked to this kid that we're talking about, the applicant, I talked to him one time, okay. I talked to him on the phone. I talked to him for about twenty minutes on the phone. Two days later the kid joined the Army. Okay. Because there was something that this guy, this guy was, you know, on the phone, well, I'm Sergeant _____, you know. And I, I very seldom address myself as Sergeant A\$. When I answer the phone, U.S. Army, Sergeant A\$, okay, but I'm talking to somebody, it's always, Mr. A\$, or hi, this is A\$, I represent the Army, you know. They know you're a sergeant, you know. You know you're wearing the Army uniform, Jesus, you know. So, I don't, I don't know, and I believe that's a big thing, you know. If you come over the phone with somebody, hi, this is Sergeant A\$ from the Army, you ready to join today? You know. Whoa, whoa. You know, what's that, I'm seventeen, I'm not joining. You know. A lot, I've seen a lot of recruiters do that. I've seen myself do that with a nice kid. I've seen myself. Hi, this is Sergeant A\$, you know, talking real loud, you know, uh-uh-uh, you know. And then, you know, I didn't know what was wrong and then I started experimenting and my wife helped me a lot, I'll say that, you know, I gotta say that. She came in there one day and listened to me on the phone. Jesus, you're doing it all wrong. You're doing it all wrong, she said, try this, you know. Try being nicer, you know. Try being polite, you know. Stop being so, ruh-ruh-ruh-ruh-ruh, you know. Join the Army, join the Army, you know. But I was getting my few a month, you know, to be successful. And now I'm just getting more.

Interviewer: Tell me about a work project that gave you trouble?

Subject: A what?

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Interviewer: A work project, or a recruiting thing that gave you trouble, real trouble.

Subject: Jeez, as far as trouble, I haven't had an applicant give me trouble. As far as, I had one guy, I have one guy right now, in fact, that I'm real worried about, because I don't think he's going to graduate high school, okay. One of these kids that, you know, he'd rather screw off than go to school. I mean, he's smart, he's intelligent, he scored real well on the test. He'll go in, he'll go in as a, as a non-grad, okay, because he scored so well on the test, but, he's, you know, I don't think he's just going to, I don't think he's going to graduate and get the college fund like he wants to, you know, because the guidance counselor will. And I keep on harping to the kid, I call him up every week harping, harping, harping, harping, but you know, I can only do so much. His parents are letting him ride, you know, so. You know, but he's still going to go in the Army, he knows that and he wants to. But he just, he gets bored with high school.

Interviewer: What about something when you were in the 11th, or some other assignment. There must have been something in your career as an Army that just gave you trouble, you couldn't sleep a couple nights or something, something happened.

Subject: Well like, here in this job, not making mission. Yeah, you're in the office from seven o'clock in the morning till nine o'clock at night, and everybody you talked to that day tells you to get off, tells you to get off on their left one, you know, and, and, you can't do it, you know. You don't know what to, you go home and you're going, I don't know, you know. Your eyes are bulging out of your head, you know, and you're going, you can even -- I go home, I yell at my kids because I had a bad day, you know. I mean, NO, you know, and I'm going, oh, no, calm down, you know. And I have to take it out on somebody so that's when I usually take off and go for a run. You know. Yeah, that's big time problem, yeah, not making mission, that's trouble. Thank god, I haven't had to worry about it lately. Last month I thought -- but, you know, I have no problems, you know, most of the time.

Interviewer: But tell me about something that gave you, like, really made you feel fantastic. We've done trouble. Let's go the other side of the fence.

Subject: Being in 500 percent. Everything I talked to that month went into the Army, I mean basically, you might just as well say everything I talked to that

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was interested somewhat, went into the Army. You know, I had three people on the floor in one day. I had four people one day on the floor. You know, I was, I was doing nothing but going back and forth to 1\$ taking people for almost a week and a half straight, just taking people up and back to 1\$. I didn't do nothing in the office, okay. I mean, I was, put a sign on the door -- Out. And I put people in the Army and I just had a good time, and I, I put them all in by about the 15th, what was it, the 17th of the month, I put them in by? I screwed off for a week and then got ready for next month, you know.

Interviewer: Did you have a sense of confidence during that period?

Subject: Oh, yeah, I was cocky. I mean I was calling other recruiters up, hey, dirtbag, calling, hell you haven't made mission yet. Call me when you're five hundred percent. Okay. You know, what do you mean you're five hundred percent? What you got, a mission of one? No, I got a mission of two and I've put in ten, goodbye. Hang up on them, call everybody up. I'd call recruiting stations up at ten o'clock at night from here, because I'd still be at work at ten o'clock at night, because even when I've made mission I still work. I'd be here at ten o'clock at night, they'd be all gone home. I'd say, it's ten o'clock at night. You guys aren't even close to making mission. Here I am, five hundred percent, and you're not even close to making mission and you guys are gone home? I can't believe this. Hang up on the recording, you know. Well, you know they'd call me back in the morning. Hey, what are you calling us for, you know? And, yeah, that makes you feel good because you're high on the hog.

What else made me feel good? Oh, at an award ceremony. Oh, boy, that made me feel real good. Well, we had an awards ceremony, end of year award ceremony, and they gave out, I don't know, they gave out roughly twenty awards. And I got about sixteen of them. And now I got all these trophies and these plaques, and this and that, and my company gave me all these letters, and everybody gave me all these letters and stuff, and, you know, it really felt good, you know. The captain and everybody, and everybody were up there giving these awards away, and they were going, well the next award is for the top 3A producer, okay. Oh my God, Sergeant AS, you again, you know. This is after about the, you know, and I'm going up and my wife's sitting there, my wife's going, you know she's --

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H you know, it was a good moment, because she knows how hard I work. And it's a good moment for her because she really felt proud, you know, that day. Because we were sitting with some good friends. Man, I went home, I had two guys help me carry the stuff out, out of the place, I mean, to put in the van. Oh, it was terrible. You know, it was a lot of good stuff. You know. What does it mean? Well, yeah, it showed I did a good job. Put me on the example there. So, all right.

Interviewer: How do you know that someone else is good at their job, another recruiter?

Subject: By talking to them. Because numbers don't mean a thing.

Interviewer: Okay, how do you know by talking to them?

Subject: Well, you listen, you listen to see what kind of a recruiter they are. How can I tell somebody else is good? Just by talking to them. you know, and we have these testers in 3\$, on these days, by talking to them and telling them, listening to them, what they say to their applicants, you know prior to the tests, prior to the test actually starting. I've been to each station that night, when they're on the phone, listening to them on the phone, okay, and I can tell the successful ones that way.

Interviewer: How do you tell specifically?

Subject: Well, how they, how they, use their style on the phone.

Interviewer: Give me an example of how a good style is versus a bad style, that you know.

Subject: Well, you get a guy on the phone or something, or talking to him and he asks you a question, and the recruiter beats around the bush getting to the question. Well, he asks you about, you know, will I have to go to Europe? Well, Johnny, the Army might not send you to Europe, duh-duh-duh. Well, 80 percent of the Army's in Europe, okay. So are you going to go to Europe? You damn right you are, okay. You know, if you stay in long enough you're going to go. Most people on their first turn go to Europe, okay. You're regular boy, you know, tell them, boom, right to the point, you know. A lot of guys will beat around the bush and say, well, we'll talk about that when you come in. Okay. Well, yeah that might be a technique to get them in, okay, but if you were talking to me on the phone,

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recruiter, hey, I wouldn't come in for the appointment. Okay. All right, because if you can't tell me on the phone, then why the hell should I come in there and you tell me, okay. Best tell me on the phone, you know, and I just as soon tell a kid on the phone everything he needs to know about the Army. I've been on the phone with applicants, sometimes I'm on the phone five minutes, sometimes I'm on thirty seconds, I've been on the phone an hour with the same person, and basically told them everything I would tell them right there about the Army on the phone, and the kid still won't do that, you know. So, what are you going to do?

Interviewer: So one thing you listen for is do they answer the question. What else, what else do you listen for?

Subject: Are they sincere, you know. Are they really taking that kid's problems and what he's telling them in the heart.

Interviewer: How do you, how do you know that? Is it something you see, or something you listen for?

Subject: If he's, you know, on the phone if he's just saying, yeah, Johnny, oh yeah, uh-huh, you know. Or if he's really, you know, somebody says, hey Sarge, I've been thinking about going to college. You have? Uh-huh, where you planning on going? Okay. Some recruiters say, okay, you have, you know, or, uh-huh. You know, they'll just be going uh-huh, uh-huh, and uh-huhing them to death. And they won't really dig into the question, you know, won't really dig into the thing, and they could give a shit less. They go, well, let's, you know. I've seen recruiters get on the phone and say, hi, is John home? Yeah. This is John. John, this is Sergeant AS from the Army, are you, have you ever thought about the Army? Forget the, to hell with the rapport in between. Have you ever thought about the Army? No, Sarge, I'm planning on going to college. You are, well good, best of luck to you, we'll see you, bye, bye. Hey, if you ever think about the Army, let us know, okay? Boom. That recruiter didn't care less about that guy. Okay.

Interviewer: What do you do? Do it.

Subject: You know. Get the guy on the phone. Say hello. Okay, establish rapport. Hi, is John home? Yeah, this is John. John, how you doing? John, this is Mr. AS from the Army's high graduate program, if he's a college student, whatever. John, what's

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going on today? You know, pretty nice day out, right? Yeah, Sarge, no problem, okay. Okay, if he gives me that, then this boy, I gotta really do something to get him interested on the phone. John, I understand you're going to CCFL for college. He says, yes. I say, John, have you ever thought about the military? Well, no. Well why not, John? Then he's got to answer me why. Okay and he gives me an answer. John, do you know about the Army's continuing education program? I go on from there and explain that to him.

That was that girl I talked to. You know, she was talking about ROTC. I said, well, do you know you can apply for ROTC when you're in the Army? Apply for an ROTC scholarship. She says, no I didn't. I says, well, yes and I went into it a little bit, you know. And I explained it a little bit on the phone, and I says, in other words you can also apply, go for your language training and then apply for ROTC, get the ROTC after, you know.

Interviewer: How would a person who doesn't care say that?

Subject: How would a person who doesn't care say that? The person wouldn't even have told her that. The person that didn't care. Would have just said, oh, you're planning on ROTC, uh-huh, Army, Navy, Air Force ROTC or what? Oh, Army ROTC, oh yeah, where? Good, you already been accepted? Uh-huh, okay. Well, I wish you the best of luck, okay. Best of luck. Let us know if something changes. Okay.

Interviewer: So what's important?

Subject: Right there, to me. You know. How do you know that guy's going into ROTC. You know. This girl thought she was going into ROTC. This guy thought he was going to Penn State ROTC. He's joining the Army tomorrow, so, you know, their minds can be changed if the right person can change them, and show them something they're interested, you know.

Interviewer: What else do you look for?

Subject: Show them something they're interest, you know, take interest in the person.

Interviewer: So the one thing's courtesy. Another thing you talked about was just before sincerity. Was answering questions directly? Is that the same thing as sincerity?

Subject: Yeah, could be.

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Interviewer: Okay, direct answers, sincerity. What else? How else do you know a good recruiter? Is there anything about their voice?

Subject: Yeah, positive attitudes. You know, positive voice structure.

Interviewer: For example, what's a positive voice structure?

Subject: Well you know, always, always positive, you know. You know, there's one recruiter, I can call him up right now, when he answered the phone you could tell right on the phone he's got a negative attitude about this.

Interviewer: How would he sound?

Subject: He'd go, Army, Sergeant so-and-so, okay. That's exactly how he'd sound. I go, is Sergeant there, which is his boss. Yeah, hold on a minute, okay. You know. He'll go, what's happening? I go, nothing, what's happening with you? You know, same old shit here, you know. You know, this shit's driving me nuts. Can't wait to leave, you know. You know, so that's the way he would be, you know. Those people they need to eliminate quicker. Thing about this guy that we're talking about, though, he's relieved under the TTE program. But it's going to be three months before they get him the hell out of here. And that's wrong. I believe when they fire a guy, move him down range. Let's go. Get him out of here quick. But they don't do that.

Interviewer: So you look for their attitude, for, I'll call it courtesy. Okay, you look for direct answers to questions. Anything else?

Subject: Yeah, they're not telling the whole story a lot of times. You know. You know, just simplifying everything. Instead of going into detail, they simplify it. You know. Get it done, look, I only got a half hour to do this, let's get it done. You know.

Interviewer: How else do they communicate that, that I'm, I'm on a time frame, here we got a half hour and I'm going to do this in a half hour?

Subject: You know, they're jumping around, you know. Itchy, okay, uh-huh, let's, let's move on to the next page. Okay. Let's go on to the next page, okay, and etcetera, etcetera. You know, and the kid can feel that, you know. You know.

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Interviewer: What's the difference between what you do and what they do?

Subject: I don't know. Sometimes I'm fast too.

Interviewer: Okay, let's take a time you're fast. How's the kid, what's his pace?

Subject: He's unrelaxed, too. He's not relaxed either.

Interviewer: What do you do?

Subject: Well, usually, in a time like that, if I'm pressed for time like at a high school. In a high school you get, what, forty minutes to tell the guy about the Army. What I do is I, at a high school, I go in there, this little RPI's, okay. I go in there with RPI's, okay. Maybe the book or whatever, and I go in there and I say, hello, John, how are you? I'm Sergeant A\$. I take off my coat, and I say, you know, get relaxed. I say, John, what I want to do is just take about twenty, thirty minutes of your time, I know we got forty minutes for the class, but I only want to take about twenty minutes of it. And just tell you briefly, overall, a little bit about the Army, okay. But then, John, I want you to have the common courtesy to do me one thing. What's that, Sarge? John, two days from today, or today after school, I'll meet you out here in the parking lot and we'll go back to my office, or we'll go to your house, or I'll come to your house, and then I'll tell you the whole Army picture, okay. And I do that a lot. In fact, I do it almost all the time, if I have appointments out of the office, at a high school, like, okay. Because in a high school, in a guidance office, they got other Johnny's and Suzie's looking in, going, ha, you're going to join the Army. Ha, ha, ha, you know. And I'd rather do it at the kid's house, in fact, I'd love doing it at the kid's house. Because then I got Mom and Dad there. I need some parental consent, I can do everything right there, if he agrees to buy off on it, okay. Instead of bringing him all the way back in here.

Interviewer: Do you do interviews in high school?

Subject: No, I don't do an interview in a high school. I do this, twenty, thirty minute thing. Just tell them a little bit about the Army. I Apple m-d them, okay, which is pre-qualify them. I fill out my card, okay. And I SMAATTRESS them. Okay. I go down, service to country, dut-duh-duh-duh-duh. Okay. I'm building an interest, okay. And then I,

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I do that, and then I don't, I might tell them about, maybe training and job opportunities. But I'll say, John, we don't have time right now. Jeez, it's going to take me twenty, thirty minutes to do education, okay, to really explain that in depth. So what we need to do is sit down either at your house after school tonight or in my office, or tomorrow night, or whenever, okay. And then I get them there, okay. And a lot of them tell me, Sarge, I wasn't going to buy the Army from day one. But you wanted to talk, I'll talk, okay. That's what I get paid for. Okay. So, I just have to, you know, do it like that. Because in a high school you don't really have a lot of time. Okay, and you got a lot of pressure there, you got people coming in and out, you got people listening. There's you know, in the high schools here there's not an open, there's not a closed office. There's one high school you can, they give you an office. But, you know, it's still, you know, you got, people see through the window, can see, there's no curtain there. So it's kind of rough on the kid, you know, he feels uncomfortable, you know.

Interviewer: Okay. You mentioned a number of things you look for to see if a recruiter's doing a good job. How many times do they have to demonstrate that before you're convinced?

Subject: Unknown. Has to, you know, depends. Until I feel confident in that recruiter.

Interviewer: How many times? Once, twice?

Subject: No, probably three times?

Interviewer: Is that a period of time, or is it number of times?

Subject: No, it's probably a period of time.

Interviewer: How long is the time period?

Subject: You know, well, it's probably both. A period and a number. You know. I'd probably have to listen to him a few times, and then wait a period and then listen to him again. Okay. You see what I'm saying.

Interviewer: Okay, how long a period of time?

Subject: Well, maybe in a month's time frame, or two months, you know.

Interviewer: So they would have to do it at least three times.

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Subject: Yeah, I might have to listen to them three times right off the bat, and then, wait a month or so, and listen to them a couple more times to see if they're still doing the same thing, or if they've changed. It would be five times total.

Interviewer: Okay. Good.

Subject: Because some recruiters stick right to the same old habits. You know.

Interviewer: What are you looking for the second time?

Subject: Seeing if they're still doing the same mistakes.

Interviewer: Okay.

Subject: Seeing if they've improved, maybe I gave them a little guidance, see if they're using it. You know. You know, you can give people guidance all day long and they won't use it, okay. And they'll look at it, they won't use the guidance. But they'll, what they'll do is go in one ear and out the other and then, five minutes later, they're doing the same old, same old thing, same old thing. Five minutes later, I don't know, practice what you preach. You know. I, I, I follow examples I think somebody else should, you know, if it's going to help them. Especially if a guy's having a bad month. You know, and like 3\$, the station down there, they've always had a bad month for the last ten months. You know, they haven't done nothing. And the one guy that's friends with me, I tell him, you know, hey, you try this different. Try this different. You know, he didn't make mission last month. Try this different, you know. Okay, I will, I will.

Interviewer: When you say try it different, do you give him something to try?

Subject: Uh-huh. Yeah, I give him an example, you know. Because I go down there, my club I belong to, the athletic club is down in 3\$, okay. And in fact it's two doors up from the recruiting station. And I'll go down there and he'll say, I gotta be, I gotta make an appointment, you know. And I'll wait for him a half hour so we can go over there and play basketball, whatever. He'll sit there, and, and try to make an appointment. I'll say, try this, listen to me. And I'll make an appointment for him. I'll make a phone call for him, maybe not an appointment. He'll say, oh, yeah, I'll try that, you know. You know, got to be smarter than the guy on the other line. You got to outfox him

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on the other line, okay. Because if he commits, once he commits to an appointment, no problem. Okay, the problem is now, will he show up for that appointment. Okay, and you can go to your recruiters, and you can go to your recruiters and your non-successful recruiters will make 25 appointments a week, conduct 25 appointments a month, okay. Conduct 8, 5, 6, so they're conducting one appointment a week. Okay, then you can go your successful recruiter, and this, and this is why, I, I'm a firm believer in this, make 25 appointments a month. Conduct 24 of them. Put six of them in the Army. Okay. Firm believer in that. So. You know, and I just, I just feel, I just feel that, you know. You, you, I can make an appointment, I can call up somebody right now and make an appointment. Okay. And I can make that kid have an appointment with me, okay. When I get off the phone, I'll tell you whether he's showing or not, okay. I can feel it. I know.

Interviewer: What do you pick up on that lets you know?

Subject: If he's just agreeing with me, I never --

Interviewer: How do you know if he's just agreeing?

Subject: You just, you can feel it.

Interviewer: What leads you to that feeling?

Subject: Yeah, Sarge, okay, one o'clock, yeah, that'd be fine, no problem, okay. You know, no problem. You know.

Interviewer: Speak like a kid who, who you know isn't going to come in but who agrees with you on the phone.

Subject: Yeah, Sarge, okay, have you ever thought about the Army? Yes, I sure have, I've thought about the Army, uh-huh. What have you thought about? Well, I thought about serving my country. Oh, you have, okay. Yeah, I'll come in tomorrow at one o'clock, no problem. In your office? Okay, and then you ask them, do you know where it is. Yeah, I know where it is. Sure do, it's right next to that pizza place, right? Yeah, okay. Yeah, I'll be in at one o'clock. No problem. You know, and it's real short, okay. Them appointments that the recruiter makes there only take about a minute on the phone. You can set a stop watch. From the time to hello Johnny to good bye Johnny is a minute, not even that.

Interviewer: And those guys aren't going to come?

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Subject: Nope, and you know what, I got a thing right here. And I've had this on my desk ever since school, okay. I don't go by it, I don't use, I don't go right down in order, but I use it all, okay, because I believe it's part of the sales cycle. Okay, to make an appointment, identify yourself in the Army, establish rapport, ask fact finding questions, you know, deliver a sales message. I don't deliver a sales message on the phone. Yeah, I do, but not the way the school tells you, you know. Okay, ask for an appointment, yeah, I do that. Overcome objections, yeah I do that, okay. I do, and then I don't, okay. Confirm the appointment, you know, and ask for a referral. I don't ask for a referral on the phone unless the guy doesn't commit to an appointment, okay. You just have to feel out the kid. If the kid says, no Sarge, I'm not sitting down with you, what's the sense of asking for a referral. He might be anti-military, he might never, he won't give you a referral anyway. Okay. If a kid commits to an appointment, when he comes in, okay, he should be coming in if he committed to an appointment, if you made a good appointment, then when you got him sitting down - hey, who do you know that's interested? Okay. I know you gotta know somebody. Okay, you gotta know somebody that's interested in the Army. And you go from there.

Interviewer: Good. You ever give presentations?

Subject: Yeah.

Interviewer: Think of a time when you had to prepare for a talk, a new talk that you had to give, not just a standard welcome. Can you? How'd you prepare?

Subject: Did my homework.

Interviewer: Tell me. I want to know everything you did. You know, everything you did to prepare for that talk, everything, step by step, in order.

Subject: I had to talk to the Daughters of the American Revolution. And I talked to them, and, a bunch of ladies. I don't know, there was about 60 people. First off, I found out how big the place was going to be, okay. Then they wanted me to talk on the educational benefits of the Army, okay. So I did all my homework. I pulled out every RPI we have, every other piece of information we have on the Army college fund and the GI bill and that. Did an outline, okay. Basically threw the speech together. They wanted it to last roughly fifteen

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minutes, okay, they didn't want me to talk over fifteen minutes. I rough, I threw it together and talked, I talked to myself in front of that mirror in there behind that door, about, I don't know how many times, you know, practice that speech, practice that speech. Then I went home and practiced it to my wife, you know. And I practiced it to another recruiter. I practiced it to my boss. Okay. Then I had these little 5 by 8, these little cue cards. When it came time for the speech, I didn't even need a cue card. I knew the speech by heart, and I had visual aids also. I had visual aids and that helped me, a pointer, and I gave a pretty damn good speech I thought, you know. I was real, they were real impressed.

Interviewer: How important is it when you're giving a speech to stick to it word for word?

Subject: No, I disagree. Because I didn't on that.

Interviewer: You didn't? The way you were talking I thought you did.

Subject: No, I had it, I had it memorized, but on a certain, on a couple areas, because after I, I felt the crowd out before hand, okay, while we, before I, while we were having lunch. Okay, we had lunch and then I spoke. Well not like a brunch type thing, not a, three o'clock in the afternoon, whatever that is, that ain't lunch, dinner I'd say, but whatever and I felt the crowd out there, you know, what kind of attitude they were giving me, and I just, you know sensed it out, and I kind of, I ad libbed a lot of it too, you know. I just blew, you know.

Interviewer: You feel comfortable doing that?

Subject: Yeah. But it was collating my outline, I just, I was prepared, you know. I might have not said, you know, the Army can offer you this, I might have said, you know, I might have led it some other way, I might have reworded the sentence, but I covered all my aspects, all the points I wanted to cover, okay.

Interviewer: So you had a check list.

Subject: Yeah, yeah, and I covered them all, okay.

Interviewer: In the order that you had them down originally?

Subject: Yeah, just about, yeah. Might have been a couple mixed up. Sure did. It turned out to be a damn

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good speech.

Interviewer: What's your favorite style of speech making? Is it like to prepare like this and go in, or is it --?

Subject: Depends on what it's for.

Interviewer: Okay, tell me.

Subject: You know, like last summer I gave a lot of speeches to the youth organization. They had 14, 18 year olds, for like summer classes, you know, to, oh like a youth program, ceramics and things like that. And the lady called all the service people in there once a week. And that's all they wanted to know is what the Army's all about and the Marines came up and then the Air Force, and for a speech like that, there's no preparation at all. It was all right here, okay. I went over it in my mind about an hour before I had to give the speech. I put on my jacket, went down and gave the speech. Handed out bumper stickers, handed out RPis, question and answers, gave a speech. Now for a speech like the, you know, that speech there, I, for the Daughters of the American Revolution, yeah, I research, I study, I prepare, you know, over a course of, you know, a good month. You know, not, I didn't work every day on it, you know, every couple days, you know, I'd pull it out and do it, did it up, change it, you know. Sit there on Sunday afternoon at home at the dining room table crossing it out, changing words, looking up words, how to pronounce them and, you know, getting some ninety-nine cent words in there, you know.

Interviewer: When do you bring your, your DEP activities? Do you have a plan ahead of time about what you want to do? How important is it to follow that plan exactly when you're actually doing the activities with the kids?

Subject: I think it's important, yeah. Because then you're in control.

Interviewer: Do you think you, when you're giving a speech or something, do you prefer to follow what you've said up or to be spontaneous?

Subject: Speech where, for an organized group or what?

Interviewer: Just your general preference if your doing something.

Subject: I plan on being spontaneous, yeah. Yeah, ad lib.

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Interviewer: Give me an example when you did that.

Subject: Well there was a youth, well I had these youths, 14, 18 years old, where they had them come into the, come into the county here and they had all the service recruiters there. And I went down there and just gave a speech, spontaneous speech, boom, no preparation, just gave it. You know, told them about the Army, told them they needed a high school diploma, told them what they had to score on the ASVAB test, and boom, boom, boom, boom, boom. You know, just went right on down through, kind of like the qualifications to get into the service.

Interviewer: And you prefer that over setting up something ahead of time and following it through.

Subject: Uh-huh, personally, yeah.

Interviewer: How much do you pre-qualify before you see somebody?

Subject: Not all, all the way. Okay. I ask them, height, weight, date of birth, place of birth.

Interviewer: If you don't get a chance to do that or you don't feel it's appropriate, you still see them?

Subject: Yeah, yeah, I'll talk to person that's over --

Interviewer: Even if they're fifty miles away?

Subject: Yeah. Yeah, and I'll talk to a person that's twenty pounds overweight, too.

Interviewer: How important is it to make sure you pre-qualify before you see them?

Subject: All the time. All the time.

Interviewer: You just told me that you don't always do it.

Subject: Oh, I do always do it. I thought you putting that, saying that you didn't always do it. Oh, no, I use, I, 95 percent of the time I try to do it.

Interviewer: Where?

Subject: On the phone. When I'm talking to them, because that's the main source of contact.

Interviewer: Okay, what other pre-qualifiers you go through?

Subject: Height, weight, place of birth, date of birth, medical, law violations, boom, that's it, okay.

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Interviewer: With medical, do you go down the list, blah, blah, blah, blah, blah?

Subject: No, I just go, if I'm on the phone making an appointment, I go, do you have any medical problems? Asthma, allergies, ever a broken a bone, hepatitis, rheumatic fever, you know, I skip around. I might say, you ever had any, you wear glasses, braces, you know? I'll be different on every one. You know, be different on every person, you know. Usually I'm, most of the kids at high school I know about.

Interviewer: ARC talk. What would you tell them?

Subject: Well, I would tell them to roll with the punches. Recruiting is a demanding job and yet rewarding. I would tell them, I think main of all, to have confidence in themselves. Okay. That they can do the job, okay, and take a look back on what their recruiter told them when they came in the Army. Because everybody had a recruiter at one time or another. Most people come out the of the course now, only been out of the Army 8, 9, 10 years, okay, average. You know, I would tell, you know, they had a recruiter and it was the post-Vietnam era, and do you know, well it comes right back to me. You have to do your own style, what works for you is the best. This job is not like the regular Army.

Interviewer: What do you mean by that? Specifically.

Subject: Well, the regular Army, you know, you might work five days a week and work fifteen hours a day, and then they might let you have a four-day pass the next weekend. It don't work like that in recruiting. You're going to work every day of the week. You know, there's going to be Sundays when you're going to get up from the dinner table on Sunday and tell your wife or your girlfriend that you've got to go to Johnny Jones's house. And do something with Johnny, okay, or put him on the bus or whatever. There's going to be times when you're so down in the dumps, you don't think nothing could pull you out. Okay, until that guy comes walking in the door that says, I'll join today. You know. You got to have confidence in yourself. And I, I, and you gotta believe in the product. And the product's the Army. I, I'm a firm believer in that. If you don't believe the Army's good for Mr. Jones or Mr. Smith, or whoever, then you should have been in the Navy before you came here. You gotta believe the Army is the best thing going

okay. Because in this town, I am the Army and in your town you are the Army. Okay. If they see you with a gut hanging over your belt, and your shoes untied, and your pants all wrinkled, they say, that's the Army. That's the Army. They see you needing a haircut, okay, big thing I hear on recruiting, oh, yeah, I can let my hair grow now a little bit. Okay, I'll let my mustache get a little longer. Well, we still got the same rules and regulations, okay. Rank structure's a little more relaxed out here in the Army, you know. A sergeant's a sergeant but they go by a first name basis a lot around here, okay, at least in my area. You know, but don't make, miss mission and see what you'll be called, okay. You be called everything from being high on dog food to being brain dead, okay. Don't come to work one day until ten o'clock, okay. See what you're called, okay, because you had appointments or something. Okay. If you have appointments all morning long and forget, and don't come into the office, you have appointments in the morning and you're supposed to call your report in, okay, but you've tried one time and nobody's there at the headquarters. So what do they do, they call you up and say, well it's ten o'clock. You're obviously either higher on dog shit, okay, you know. That's the kind of thing. And usually when they do that it's the last week of the month when they need about 85 people to join and they got 20 recruiters to put 85 people in, and it's no way going to be done because you all didn't do it in the beginning of the month. Okay, so now you got, you're in the panic mode the last part of the month. Okay? And that's where you really need to roll with the punches. Okay, if a guy's made his mission, they're still going to ask you for more, more, more. Okay. And, and a theory I have, don't sandbag. As far as, we call it sandbagging out here. If you got somebody ready to join the Army today, you better put him in the Army today. Because tomorrow, buddy, never comes. Okay. Don't hold them over, if you made mission this month and the guy walks in on the twentieth of the month, and the month ends the twenty-eighth, say, okay John, I can't put you in the Army until the second of August, okay, or the second of April, or whatever. That gives that kid twelve days, twelve, fourteen days to change his mind. And that damn kid's going to change his mind. Okay. That's why I try to lock and cock them as soon as I can. And get them down there for the physical. I've seen, and I used to sandbag. I used to be a bigtime sandbagger, okay. I used to put four, five people in a month and say, pull back on the reins and sandbag. And I'll ready have two or three

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right now of all the military services. You gotta believe that, and in order to believe that, you gotta be able, I'm a firm believer, and if I'm an applicant, you gotta show me in writing. Show me where you're better. You gotta be able to back that up, okay, by the information that we provide you. Don't let the bastards get you down, that's the famous last words. God, I don't know, man I just harp on that, you know.

Interviewer: Harp on what?

Subject: Doing your own thing, you know, roll with the punches, you know, because, they're going to, they're going to get you down, especially a TTE a hard time. They come out here, the first month you're out here, you know, let me give you an example. The first day, the first day I was a recruiter, I worked, I came into work at six o'clock in the morning, and I didn't get home until one o'clock that night. And I was at a fair, the first day I was a recruiter, June 4. I'll never forget it. I mean, I went to work, my boss told me to be there at six o'clock. I went to work and I got home at one o'clock that night and my wife, first thing she, I hope this isn't what it's going to be. You know, and the next day was the same thing. For about a week it was like that. You know. Got to have a lot of support, the family, the family guys got to have a lot of support from the wives. I mean, it's got to be a tight marriage. Because if your marriage is shakey, ain't not sense coming out here because you'll be divorced in a year. Unless you got a walk-in station or something like that. Because I've seen it happen too many times. Recruiting has a high divorce rate. That's, that's not, that's, that's not fiction, that's fact. Got to have the support of the wife, you know. You might not see the kids for a couple days. Some days you don't know what you're going. If you're in a big city, yeah you might have more support. Far as resources, as far as the military installation, usually in recruiting command, if your fortunate to be by one, good. But you'll never see military installation --

Interviewer: Okay, what else do you got. You got, roll with the punches, confidence, do your own style, believe in your product and don't let the bastards get you down. What else? What else to they need to be excellent?

Subject: Appearance. You know, they have to look, look, act and be sharp, every day. They have to look like they just come out of basic training every day,

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lined up for the beginning of the month. Come the beginning of the month, I don't have one out of three. Okay, the other two would say, oh, no Sarge, I changed my mind now. Okay. When a guy's ready to make a decision, you know, you know, did you hesitate on asking your wife to get married to you? Okay? No. You just got down on your knee and you just said, look baby, let's get married, you know. All right, you know, you did it right then and there. You know, all righty? No, didn't hesitate at all. And that's where these kids are. You can't hesitate with these kids. If you hesitate, you're going to lose them. You snooze, you lose. You snooze, you lose.

Interviewer: What else? What do they need to be excellent?

Subject: To go into a place, they call it cold calls in the school house, not really a cold call, but just to go up to somebody on the street and say, you know if that guy's ninety years old and say, hi, I'm Sergeant AS from the Army. I'm the new Army recruiter. Or go to a business, say, I'm the new Army recruiter, and get to know them. Don't go in there and say, I'm the new Army recruiter. I'd like to put up this RPI rack right in your office, right in your business, here, okay, and you've only known the guy for three minutes. Okay. I don't find that to work. You know, go in there and introduce yourself once. Go in there again, patronize, buy something from them.

Interviewer: What's important about doing that, about taking the time to do that?

Subject: You're building a little rapport, okay.

Interviewer: What's important about that?

Subject: Well, the guy's going to remember you, okay. In fact I got guys around the community where I got stuff in their offices. They'll call me, hey, Sarge, it's getting empty, your rack. You need to come down here and clean it up, you know, put, restock it. Okay. And that's important. And especially these teen clubs and these hobby shops and stuff like this. They got kids coming there all the time, okay. These guys will, these guys will take care of them. These guys will, hey, what are you going to do when you graduate high school? You know, you ought to go talk to that Army guy, you know. Probably the main thing is be, be caring and understanding too. I think that's real important, you know. That guy might not want to join the Army today, but two months from today he

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might want to join. And understand that.

Interviewer: Caring and understanding.

Subject: Yeah.

Interviewer: What else?

Subject: They have to, they have to care about the, about the applicant. He's got needs. He's got wants. He's got dislikes. They have to care about him. Put yourself in that guy's shoes. Okay. You're a salesman and you're selling him the Army. Now, have, put him selling you something, okay. Would you, if he came in here and was offering to sell magazines for the seniors, senior class, would you buy them from him? Probably not. Okay. Okay, now you're asking him to buy the Army. Is he going to buy it? Probably not, first time around, you know. Okay. Understanding. Understand his, you know -- right there on the phone was a good example, understanding.

Interviewer: What is the value as a recruiter to be caring and understanding?

Subject: Show I'm personally involved with my people.

Interviewer: What is the value? What's important about that?

Subject: Because, you know, he's going to refer other people, get other people interested to help me be successful.

Interviewer: Wouldn't he do that otherwise?

Subject: Maybe not. Okay. Maybe not, maybe he would, okay. But that might be the turning point, to turn him on to refer people to me, okay. To understand what he wants, okay. To do things, okay, like play basketball or whatever, you know. That might be the turn on for him to say, hey, Sarge is looking out for me, I'm going to take care of him, okay.

Interviewer: How does that help you?

Subject: Makes me successful.

Interviewer: Because?

Subject: Because he refers people to me and I put them people in the Army, hopefully. Okay, plus, he's successful as a DEPer because he's promoted, okay. Did he succeed? Yes. Will he succeed in the Army? Yes, because he's achieving.

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Interviewer: What is it about caring for somebody, what are you doing because you care, that makes him feel that way? Because you're doing something, you're telling me that if you didn't care you could technically recruit him, but there would be something different. So, what's that difference?

Subject: I'd be like the Marine recruiter. You know, pounding on my desk, you know, jumping up and down, you will join today, okay.

Interviewer: So, because you care, what do you do the Marine recruiter doesn't do?

Subject: I don't pressure anybody. Okay, I do not sit there and harp, join today, join today, you gotta join by tomorrow or otherwise, you know. I do not pressure them.

Interviewer: What else do you do?

Subject: I do not nag them on the phone like the Marine recruiter does. Okay. If I call up a guy and he tells me to screw off and die, fine, I never call that guy again. I might call him in a year and say, you still going to tell me to screw off and die?

Interviewer: What do you do in a positive sense? Those are the, those are the things you don't do. What do you do that the other guy doesn't do when he's recruiting because you care?

Subject: Take my guys to dinner. Not a, no recruiter, not a no recruiter but a lot of recruiters, you get the sixty dollar expense account, a lot of recruiters they'll use it, but don't use it, you know what I'm saying?

Interviewer: Do you do anything, I mean that's all well and good, but I care about recruiting. Does it effect you at all during a sales interview? This attitude of caring, does it do, do you do anything different than recruiters who don't care?

Subject: Yeah, I explain a little bit more to them maybe. A little more in depth kind of things. I, you know, if they don't understand it, I go back and show, repeat it again.

Interviewer: And what's important about that?

Subject: That they fully understand what, you know, what I have to offer. So in turn they will be well known,

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you know, know about the, know about it, know about everything they're getting into. Okay, instead of beating around the bush, hitting three different subjects, maybe spend, maybe spend all your time on one subject, okay. And drill them strictly on that so they understand that, because that might be the most important to them.

Interviewer: And what stops a recruiter who doesn't care from doing that?

Subject: What stops a recruiter who doesn't care from doing that. Because he's just, he's looking at the bottom line, the contract. He's looking at the bottom line, contract. Okay, doesn't care what happens to get it, doesn't care what happens after to get it, okay. He's just looking, that guy's going in the Army. Okay. You know. All right, everybody walks in that door, that's the way your attitude should be. You know, he's going in the Army, okay. I'm going to put him in the Army, okay. I'm not, you know, I'm going to, I'm going to help him decide on the Army. I'm not going to make him join the Army. You know, when he comes in, I'm going to make you join the Army. Ha-ha-ha-ha. You know, the make, and the, I'm going to help you decide to join Army. Because once they come in your door, they're interested. They wouldn't walk in.

Interviewer: Okay, I want to go, I want to go down this, I want to -- we got roll with the punches, confidence, do your own style, believe in your product, don't let the bastards get you down, appearance, don't sandbag, build rapport, caring and understanding. Is there anything else? Can I get rid of any of these?

Subject: Yeah, you can get rid of some of them, probably, yeah.

Interviewer: Which can I get, which, which are the most important, you know, do your thing like on SMAATTRESS. Which is the, the most important of these? Roll with the punches, confidence, do your own style, believe in your product, don't let the bastards get you down, appearance, don't sandbag, build rapport, caring and understanding.

Subject: Caring and understanding, rapport, you know, roll with the punches, for a recruiter, you know.

Interviewer: Anything else? What's your top? You've got roll with the punches, build rapport, caring and understanding. Anything else that it's real

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important for them to know in a two-hour talk?

Subject: What else, what else is there?

Interviewer: There's confidence, do your own style, believe in product, don't let the bastards get you down, appearance.

Subject: Confidence and believe in the product.

Interviewer: Okay.

Subject: Yeah. Have to have confidence in yourself because a recruiter, a recruiter gets out here and he's gunshy.

Interviewer: Okay, so, let me just check this out because, you got roll with the punches, confidence, believe in product, build rapport and caring and understanding. Is there anything else you'd add to that that's important for them to know?

Subject: Not right now, no, I can't think of anything.

Interviewer: Okay. Of those, roll with punches, confidence, product, rapport, and caring/understanding, which of those is most important? Which is the ones they need to be excellent?

Subject: Confidence.

Interviewer: Okay. Let's talk about confidence. What is it to you?

Subject: To have confidence to ask a seventeen year old or a thirty-two year old to join the Army, okay, and not be afraid when that guy says no, to ask him again.

Interviewer: How does one get confidence?

Subject: It's, you're not born with it, okay. You just, you get it over a period of time, by, basically by doing your own style to see what works for you, yeah. Then, there you go again, then we're back on another subject.

Interviewer: Is confidence and doing your own style together for you?

Subject: Yeah, I would think so.

Interviewer: Okay, let's talk about that then.

Subject: You know, you got, every person you got to treat different.

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Interviewer: Okay, what's, what's important about doing your own style? What's important about it?

Subject: Putting my own personal touch in.

Interviewer: What is it about doing your own style that makes you better? In your opinion.

Subject: Because I'm not a robot. Like the school makes you, okay, you know, page two, page three, this is the way we do it here, okay. I'm not a robot.

Interviewer: What are you?

Subject: I'm a person. Okay. I'm a person that, that cares about what they're doing.

Interviewer: Okay. Now, how does one get to their own style?

Subject: Hit and miss, trial and error. You know, just by, just by doing it.

Interviewer: How do you know what works?

Subject: Well, by what the reaction is on the, on the applicant. You know, I've done it before where I've pissed so many people off. I've pissed applicants off, they'll never join the Army. Okay. And I can, I know who they are, okay. That guy will never join the Army because I tried something on him and he, and he went, whoa, and I didn't catch the whoa, and I still kept trying, and before I knew it, I lost him totally. You know.

Interviewer: So how do you know, do you still, let me think. Are you still primarily in a trial and error mode now?

Subject: Yeah, with different, it depends on the person.

Interviewer: Do you have down a sort of a set routine you can use?

Subject: For a senior, yeah, I have about a set routine. For a high school senior. Okay.

Interviewer: How long did it take you to get to that point for the seniors?

Subject: Depends on the area, okay. Down in, when I was working before down in 4\$, different type of senior down there. Okay. Up here I've been here about a year, I'd say it took me a good 6,7,8 months.

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Interviewer: Okay, but now you think you got your act together on seniors.

Subject: Oh yeah, on seniors.

Interviewer: How do you know when to stop trial and error and to go with the routine? What lets you know it's time to stick with something?

Subject: When it's working more, when it's working more than the hit and miss.

Interviewer: How do you know it's working more?

Subject: Comes right down to putting people in. You know, if I do it this way, I get more people to join. If I do it hit and miss and bullshit around the bush, I don't get as many, you know, trial and error. Now a college student, I have to work a little different, you know. That's a hit and miss every time, okay. Because them guys come from all walks of life, you know. You know, you don't really, you gotta find out what he wants, you know, not what you want.

Interviewer: Okay. Roll with the punches. I want to make it through this. Roll with the punches. What's that about? How does that make you more excellent?

Subject: Rolling, you know, roll with the punches. You know, I take, I take everything as a grain of salt, okay, that comes from higher headquarters, okay. I take it, I, I absorb it, I unleash it, okay. They come out with some weird requirements, and, you know, you, I need this right now, okay. And you got right now to get that. You got to get it, okay, so what that means, you gotta stop what you're doing and get it, okay. So yeah, you gotta roll with it. You gotta, you gotta, you know, waiting for the unexpected, because it's coming.

Interviewer: Well what is it? I still don't know what it means to roll with the punches. Does it just mean that I sit there and take it?

Subject: Yeah, take a lot of it. Take a lot of it but don't let it wear off, you know. Take a lot of it and get hit and then let it bounce off. I never take the job home, okay. I, my wife don't even know what I'm doing day to day, because I never tell her about it, okay, and I think that's good.

Interviewer: You don't hold it in then?

Subject: No. I just, boom, it goes out. You know, if they

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call me up on the phone and tell me I'm a dirt bag, I'd let it go in and go out. And I think you have to do that. Because if you hold it in, what are you going to do. You're holding it in when you're talking to somebody. Okay. That's not good, okay. That's not good. To hold it in when you're talking to somebody.

Interviewer: Were you always like that?

Subject: Yup. Always been like that.

Interviewer: Okay, so we have roll with the punches. We have confidence doing your own style, which is sort of like trial and error, experimenting until you find what works. We have caring and understanding, because it makes you feel good at your stuff and helps to get referrals. We have rapport, because it helps you, what, just good. Is that something the school teaches?

Subject: No. Everybody's got rapport.

Interviewer: So you've got something more going on that, what was it about rapport? Was that something you just learned by trial and error?

Subject: Yeah, you know, you just have to feel the people out. You just, rapport is rapport. You know.

Interviewer: What's important about it to you? I mean, I'm trying to figure out the difference between rapport and the caring and understanding. I don't, I don't see the difference, for me. Okay, so help me there. How do you separate those out?

Subject: Rapport is when I initially talk to somebody, okay. Caring and understanding would be, if the guy's in the DEP I guess, care for him, you know, to have him call me at two o'clock in the morning and go fetch him some, somewhere. You know, that's not rapport. You know, that's, hey, I understand, you're stuck somewhere. I'll come after you. Rapport, you know, talking to somebody, a stranger, you know, and just talking to him. Boom, strike up a conversation, you know. Where caring and understanding, I know that person already. I've known, know him or known of him for a while now. Okay. I know what he's interested in. I know what he's, I know what he wants, basically, you know. I got an idea what he wants. Rapport, you do that all the time. You always establish rapport. You talk to somebody, you know, you call up, you sit there on the phone. Hi, chief, how's it going, what's happening, dut-duh-duh-duh-duh-duh-duh.

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Interviewer: What's important about always establishing rapport? And I'm thinking, you mean no matter where you are, I mean you've talked about it in a restaurant, you've talked about it --

Subject: Well like with me on a kid, I, I try to do some background investigation on him. What I'm saying, I, before I call a kid up I try to find out a little bit about him from somebody else. Okay, to know something about him that he doesn't think I know. To know something about him, that he doesn't know. I'm talking to Johnny tomorrow. I'll call up the school. I'll call up, what's his problem, what's this guy into? Okay. Or I'll ask one of my DEPs, what's he into. Does he play football, does he play basketball, does he do this, does he do that? Okay, well when he comes in, I'll say, you know, and the kid will come, I see you were allstar last year in baseball. The kid will go, how'd you know about that Sarge, you weren't even here? You know. Hey, I, I still read the paper. You know. You know, right there I already know something about him, you know. So, I, I you know, that's a form of rapport. You know, basically that's a form of rapport then when a person first comes in and you just go, well nice day we're having out there, huh?

Interviewer: What's important about adding the personal touch in getting rapport? Because you can get rapport the other way.

Subject: Relaxes the person. And it relaxes me.

Interviewer: Okay, and what's important about you being relaxed?

Subject: I do a better job. If I'm relaxed and the applicant's relaxed, if we're both relaxed and we're both hitting it off, there's a good chance he's going in the Army. If we're not relaxed, if we're uptight, and dickering and we can't find nothing in common, I'm gonna get bored with the interview and so is he and nothing's going to come of it. He's not going in the Army. You know.

Interviewer: Product knowledge, other than the fact that you need it, anything else? Something the school isn't teaching them?

Subject: Got to know it inside out, yeah, the school doesn't teach you all of it.

Interviewer: What are they teaching?

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Subject: A guy's got to do his homework. He's got to read in the other books other than the regulations, okay. Them regulations are all nice, okay, but he's got to read them pamphlets. Every one of them pamphlets he must read himself, okay. Anything else about the Army, these little magazines they put out, they must read, okay. I read everything that comes out every week, okay. I read it. Everything I get I read. If I get a new article, I read it. Okay. I might not retain anything, okay. But, in one article a kid might tell me about something, okay, and I'll say, boom, you know, the Army has this, okay. And it just, you know, boom, it's in the other article, it's not anywhere else in the book or anything but it's in this article, boom. And that might be the difference between him joining and not joining. You know. To know everything, man you gotta know everything.

Interviewer: Is there a difference between learning product knowledge in the ARC and keeping up with changes?

Subject: Nope, no, no. That's right. The bonuses change every day, okay. The programs change every day, okay. A lot of recruiters are still talking about the old bonuses. A lot of recruiters are still talking about something that's not in anymore, okay. There's so much a kid can do now. You know, just reading that Army Times and the Soldier's Magazine and all those RPis, you gotta read them, okay, you've got to read every one of them because there's something in one that you might pick up and tell them. Army regulations are nice and that sales book is nice, but there's more to that. Okay. Yeah, you got to know that regulation because you gotta live by that, you gotta go by them rules, okay. But, you know, screw the, screw the rules and go by something else and then go by the rules at a later date when you're talking to them again, okay. You know, go by what, what, well it kind of falls back into style again. Go by what, what works, you know. Some kids will want to know nothing about, they'll want to know all about the rank structure and what is this and the ribbons and, and stuff like that. You gotta be able to explain that, okay. All righty. I, there's not many recruiters that, that can explain all them ribbons, what they're for. Okay. I can. I can. Okay. There's not many people in the Army that can explain it, but some kid will come in here and be fascinated by them ribbons. And that might be the selling point. Or you have your green, green coat on and he'll want to know what all your ribbons stand for, okay. Now, wouldn't that look pretty damn stupid if a guy didn't know what he got his

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for?

Interviewer: Okay, we got -- roll with the punches, confidence/do your own style, keep current of product knowledge, keep rapport always, caring and understanding towards prospects. Anything else that's important for them to know in this brief talk?

Subject: Always be motivated. You know, it's hard to motivate if you're a one-man station. Like I am, you know. That's where you're the recruiter/station commander, okay, that's where you gotta take your recruiter which is you and as a station commander you got a split personality. You got to take the station commander, the station commander's got tell the recruiter, get your ass going, kick you in the butt and get going. You gotta stay motivated.

Interviewer: Is there anything command could do?

Subject: Just by calling you up and telling you you're doing a damn good job. That's a motivation factor right there. Okay. Positive counseling. But being motivated, you know, if you're not motivated, it rubs off. Okay, there's been days when I've been, I don't want to be here today, okay. And it showed, okay. That's when you take an interview from an hour to an hour and a half, okay, interview and cut it down to about thirty minutes, okay. And you go tell everybody, tell Johnny, you know, and before you know it he's out the door.

Interviewer: What are you losing on this list, then?

Subject: You're losing rapport, losing the understanding and the caring, you know, and you're not hearing him. You're not hearing the applicant, you're just hearing what you want to tell him. And you, what you're doing is basically getting him out of the office so you can be alone again, or so you can do your own thing again. And, and that's a big thing. You can't do that, you know, because that guy's got a million friends.

Interviewer: Okay. Tell me a little bit about appearance.

Subject: I used to have a mustache up until about two weeks ago, okay. I didn't think it looked professional, so I shaved it. I had a mustache for six years, okay, I had a mustache since one year in the Army, I've always had a mustache. I shaved it off every year, grow it back, you know two weeks later. I shaved it off a couple months, you know, a couple

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weeks ago. Okay, I shaved it off a couple months ago, grow it back, shaved it off a couple weeks ago again. I just, I just don't think it looks professional.

Interviewer: How do you know other people care enough? How do you know that they really think you're more professional or not?

Subject: Because people look at you. Man, you're on display. I've gotten comments saying, you know, wow, you shaved your mustache off and it looked, you look a lot better. You know. You look younger, you look more, more chipper, you know. You know, yeah. I've gotten comments. And appearance, you know. I put on a clean shirt every day. Okay, sometimes twice a day, I change in the day, you know, if I go out to a kid's house that night, I shave and put on a clean shirt and stuff. I put on a clean pair of pants, I wear my pants two days, okay. You know, and the reason, I would wear them every day if I could afford to dry clean them, you know. But at two dollars and fifty cents a pair dry cleaning, I can only afford, I wear pants two days and then I trade them off. My shoes. I shine my belt buckle every morning. Some recruiter's belt buckles look so nasty, you know, they don't shine them, they don't take that extra two minutes, okay. I get a hair cut every two weeks whether I need it or not, okay. Every two weeks, sometimes even more than that. I always wear a tie.

Interviewer: If you were a little less neat, how much would it, would it effect your success?

Subject: A lot.

Interviewer: You think the kids really care?

Subject: Yeah. I do.

Interviewer: Did they care in the other town you were in?

Subject: Yeah, yeah.

Interviewer: As much?

Subject: No. Here they do, though, they want the nice, neat professional.

Interviewer: You could have been sloppier there.

Subject: Yeah.

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Interviewer: You know that.

Subject: Oh, yeah. Here though, it's nice and neat because it's a better town. It's upkept town, it's a, you know, ritzy town, whatever. And they respect, I very seldom wear my jacket, my blouse, okay, unless I'm going out to a kid's house at night or something like that. Today we're going out a kid's house, I'm not wearing my blouse.

Interviewer: Were there any other things that you felt you could do there that worked that you couldn't do here in terms of selling? One was appearance, you had to make changes in appearance. Was that just something because you lived here, you knew? Trial and error?

Subject: Yeah, that was trial and error, yeah.

Interviewer: What did you do trial and error that got you the right appearance?

Subject: Well, I wouldn't wear a tie, you know.

Interviewer: There.

Subject: There. Okay. Here I have. I wear a tie every day, whether a short sleeved shirt or a long sleeved.

Interviewer: What did it get you to not wear a tie there?

Subject: Because they're laid back people. You know. If I came with a tie to their house, whoa, you know, or if I came with my jacket on. Okay, whoa, you know. They'd feel uncomfortable. Have to act like them.

Interviewer: But not here.

Subject: Not here.

Interviewer: Okay, what else did you find different between here and there? Just because of geography, so to speak.

Subject: Yeah. People down there are anti-military where I was down there, you know. They do not like the military. Okay. You know, up here they put, down there they put sugar in your gas tank and everything, okay. Up here I haven't had any problem with my car.

Interviewer: So, what did you do, what happened there that was, that showed you it was anti-military?

Subject: That. Obviously you call a kid up, one out of five

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kids you called up, Sarge I wouldn't join the Army if you paid me. Okay. I'm not a baby killer. Basic training's not for me. You know. I'm not into war, you know. Here, they won't tell you that. They might have one out of two hundred kids tell you that.

Interviewer: Were you successful there?

Subject: Yeah.

Interviewer: What was your, what was your approach?

Subject: On the kids that were interested, okay. All righty.

Interviewer: One more time. Prospecting.

Subject: Yes.

Interviewer: What's your favorite area of prospecting? Where are you most confident? I mean, there's like telephone, there's on the street --

Subject: Oh, telephone.

Interviewer: That was it?

Subject: Yeah. Telephone.

Interviewer: What do you do that says it's so good?

Subject: Talk to them about the Army. Tell them the Army. Talk to them about joining the Army.

Interviewer: You must have a list of things you go through. So, what's your list that you check off to make sure you cover things on the phone?

Subject: I got it right in front of me on my desk here. I, I really do use it, too. Okay. But I, I add my own touch, you know. I, I identify myself and that I'm from the Army, okay. All righty? Army high graduate program, you know, Army opportunities, whatever, okay. Establishing the rapport.

Interviewer: Okay, how do you know when you have rapport?

Subject: You can just sense it in, by his voice. Yeah, okay, Sarge. Yeah, Sarge, okay. What'd you call me for, you know. All right, ask him questions, and then I'm going to ask him questions. What does he want to do?

Interviewer: Do you run him through SMAATTRESS?

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Subject: No. No, no, no. Ask him questions. What are you going to do in --, Johnny, obviously you're graduating high school in June, right? Yes. What do you plan on doing? Going to college. Why? Okay. Well, for this reason. I want to be an architect. Okay. How does the money look for college? Well. And then if they say, well, I go, financial aid, you got to pay yourself, mom and dad going to help you a little bit? Okay. Try to dig it out, you know, because the kid doesn't really want to get into that, you know, because now you're ducking a personal problem, personal question. So, you know, I tell him a little bit about the Army. Hey, Johnny, did you know for two years in the Army you're going to get this and this and this and this and that and this and that, okay, you know. You know, sometimes I don't even do that though. Sometimes I say, hey John, have you ever thought about the military? Yeah. Okay. You have? What have you thought about it? Well, I've thought about it, but I'm really not interested. Okay. All right, you're not interested, okay. That's where a lot of recruiters go, click, good bye, okay. Why aren't you interested? Well, because I want to go to college. Okay. And I drill on them. You know. You know, why do you want to go to college, again? See if they give me the same answer as they did before. Okay. A lot of them won't. They'll give you two different answers. You know. You just, you know, and say, John, what I'd, I said, what I'd like to do is take thirty minutes of your time, okay. It never takes thirty minutes, it takes a little longer. I tell them thirty minutes because that's a short period of time, that's what these kids are on, short time frames. I say, John, I'd like to take thirty minutes of your time to tell you about how the Army can pay for your college, how you can serve your country, pay for your college and go to college all in the same, all in the same swing, you know. A kid right then is puzzled, you know. I mean that's one aspect, you know, I might use, you know. Kid's going, what? You know? Or John, I'd like to take thirty minutes of your time and tell you why you should join the Army versus why you should go to college. Okay. Because of financial aid and this and that, you know.

Interviewer: You do this bit. When do you pre-qualify him? Has he pre-qualified yet?

Subject: Nope.

Interviewer: Okay, you've got him interested, thirty minutes, he

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said, I'm going to come in. Is that it? When do we pre-qualify?

Subject: No. No, no. I might have pre-qualified before that. Okay, it just depends, okay. Usually I don't pre-qualify until after I tell them about the Army, okay. And then after that I say, would you want to come in for thirty minutes, you know. And he says yes, okay. And I say, well John, I says, you know, we do go by certain standards in the Army, okay, and what I'd like to do so we're not wasting our time is just to ask you a couple personal questions, just to make sure that you are qualified should you decide to join the Army. Okay.

Interviewer: And he says, whoa, whoa, I'm not, I haven't even agreed to join yet.

Subject: Then I say, well, John look, we, I says, I just need these questions, I says, because, don't you agree, this thirty minutes is valuable time to you, right? Yes, Sarge. It's valuable time to me John, because I got seven other people to see that day. I might only have one person to see that day, him, I go, I got seven other people to see that day, John, and I'm fitting you in, okay. I'm fitting you in between ten and eleven, okay. Eleven-oh-one I got to leave, John, okay. So that's why it's important you're here on time and everything, and that's why it's important I don't waste my time because I'm might find somebody down the road that might be, you know, interested, and I want to make, and not disqualified, I said, because if you're five foot two and two hundred and fifty five pounds, I can't use you. Okay, and I make it like a joke type atmosphere, you know. If I feel the kid, you know, is a humorous, you know, if he might, ha-ha, okay. And then I'll say, have you ever been arrested. Now, come on, John, I know you've been arrested. Okay, right? Oh no, Sarge, I've never been arrested, okay. You know, then I go, anything medically wrong with you? And, you know, what about the glasses you wear. I don't wear glasses. Oh, I must have got you mixed up, you know. Maybe, you know, throw something in there. I usually ask them height, weight, medical, date of birth, place of birth. Because if they were born in Canada, then I got something else to work on there, you know. They were born in Mexico or something, you know. So, most of the kids here are born in (name of town), I've only found one person born in Canada. Okay, most people are born right here in (name of town), okay.

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Interviewer: You go through all the health stuff?

Subject: No, I just say, John, I got to ask you how are you medically, okay. And I say, have you ever had asthma, allergies, broken bones, anything like that. No. Okay, John, if you had to, if you had to put yourself on a scale of one to ten, ten being the best and one being the worst, what would you be as far as physically wise, physically. He'll say, nine, eight, ten, you know.

Interviewer: And what do you say?

Subject: I say, good, excellent, you know. And usually if they play sports, you know, I already know they're in good shape, okay, and I already know nothing's wrong with them, okay. A lot of kids here are in athletics, you know. I ask for the appointment. I've already got the appointment, or, or, I, I can, I ask the appointment and get the time and the date. Pre-qualify them, okay. Reconfirm the appointment, okay, just like the school house teaches you. I'm a firm believer in that. We confirm that we both understand that, I'm going to be at your house at ten o'clock or you're going to come to my office at ten o'clock. What was that again, now, John? And make sure, you know, I use it like that, I use a little reverse psychology on him, I guess that's called. You know, I say, ten o'clock Tuesday, right John? Yeah. Okay, and I'm coming out to your house. No, no, no, no, Sarge, I'm coming in, okay. Boom. Oh, darn, that's right, okay, I put it down here that I'm coming out to your house. You sure you got transportation in here, you know, and go on, you know. Okay. Well thanks a lot, you know. You know, you got any other questions real quick, John, or, or no, you know. And go on. Do I ask him for a referral? Usually not. Okay, like the school house teaches, usually not. Because then what you're doing is asking him, to me you're asking him something else that he, you shouldn't ask right now. Wait until he gets in the office, then ask him.

Interviewer: Why wait?

Subject: Because he's going to show up, if he's interested. If the recruiter made a good appointment he's, the kid's going to show up.

Interviewer: What's wrong with asking him on the phone now?

Subject: I, I just think it's, I just think you just doing too much all at one time.

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Interviewer: What do you mean, too much?

Subject: I just think you're asking the kid too much, you know, his head's spinning right now. Oh, I'm going to talk to the Army recruiter on Tuesday morning. Uh-oh. Uh-oh. You know, and then you're going to ask him for somebody else that might be interested in joining? You know? Yeah, you could, I ask some people but most of the time I don't ask them on the phone.

Interviewer: Well, what would happen if you ask them too much on the phone?

Subject: Lose interest. Lose interest, turn right away, no show on the appointment, not come in at all. You call him back up and he says I'm not interested now, Sarge.

Interviewer: You have that experience?

Subject: Oh yeah. I just ask them enough on the phone to get them interested, to drop a seed, okay. I just drop a seed and then eventually the seed is planted and it grows.

Interviewer: Okay. So the phone is sort of a pre pre-qual?

Subject: Uh-huh. Yeah, a pre pre-qual. Catch the big stuff, don't worry about the minor stuff, okay. The felonies and the disorderly conducts and the, the asthma, that's what you need to catch. Okay. Because nine times out of ten the kid comes in your office and tells you he had asthma because mom told him he had asthma, you know. No problem. You been treated for asthma, you know? If you haven't been treated for it by a doctor, then you don't have it. That's my rule of thumb, okay. If you've never been treated, you don't have it.

Interviewer: Good. What's an objection? Define an objection.

Subject: An objection, an objection is something that is thrown at you where he is resisting, resisting.

Interviewer: Where he's resisting resisting?

Subject: Resisting a, resisting a commitment, okay.

Interviewer: Example.

Subject: Not to make a decision. Well, I want to go to college before the Army. Good objection, okay. John, you can go to college in the Army, okay. And let me show you how. Blah-blah-blah-blah. Okay,

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how the college fund does duh-duh-duh, you know, after the Army. And then you've got some college behind the belt while your in.

Interviewer: What's a real hard objection for you to deal with? Or it was at one time.

Subject: That's not really, I don't remember much about there. I, you know, maybe one time I, I put a kid in the Army and his parents, the kid and his parents were all set on going in. He, this kid wanted to go in for nothing but two years. Okay. This kid got to 1\$ and he liked what he seen on the computer so he decided to join for four years instead of two years, okay. To get a cash bonus, seven thousand dollar cash bonus. Mom had signed his life away, okay, quote-unquote, signed his life away, parental consent. Kid came back two days after 1\$ and Mom comes walking in this office. What did you do? You did my son, you dangled a seven thousand dollar carrot over his head, okay. That's what she, quote-unquote, called the seven thousand dollar bonus. It was just like a carrot. Here it is, Todd, get it. Take it if you want it, okay. That's unfair, ruh-ruh-ruh-ruh-ruh-ruh, you know, on and on and on and on. How did I counter that? I said, well, ma'am, did, I said, is Todd happy? Well, yes. I says, well then if Todd's happy, shouldn't that make you happy? You know, and then, she never talked to her son about it. Her son was happy. So what I did is I said, I went to the school, okay. She made an ass of me at the school. I was at a presentation, I came up to talk to her, just say, hello, Mrs. X\$, how are you? She made an ass of me at the school. She says, there's that Army recruiter. He was the one that dangled a seven thousand dollar carrot across my son -- and here's about seven other mothers there, right? And I countered with her saying, if you had more control of your son, ma'am. I said, your son made his own decision, I said, and when's the last time you talked to your son? She had, since her son came back from joining, this has been about a week, she never did talk to her son. Okay. So what I did, is then I got mommy and son together in this office with daddy, okay, who was divorced from the family, you know. And daddy's like an outcast. I called up daddy, I got his number and called him up. He drove an hour and a half up, got him. We sat down and hashed it out. Her son sat right there and told Mom and Dad, I am happy in what I'm doing. Now just because you want me to go in for two years, I chose to go in for four years to get this seven thousand dollar bonus. Mom and Dad were well off. Dad left the mom with a lot of money, no

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problem, you know, but this kid wanted to do it for himself. That was an objection and that was hard because this lady killed me in the school. I mean, she actually killed me. She took a knife through my back, twisted it and pulled it back out in front of a lot of people, you know.

Interviewer: What made you think that that would be a good thing to do?

Subject: Because, why we had a problem, because Mom and Son weren't talking.

Interviewer: Yeah, but you could have just gotten Mom and Son. Why, somehow you thought the whole family would be --?

Subject: Righto. It's a family decision, the father was involved in him joining also, okay. I tell, I had also talked to the father, but he didn't sign this, quote, the son's life away, okay, so I, yeah, so I made sure both of them were here when I talked to him. To have them both here. I thought that it was a family decision. They both talked, they all three of them had to hash it out to have him join, and now all three of us, all four of us sat down and hashed it out why he's joining for four years instead of, why he, he wanted to join for two at first, but when he got down there he changed his mind. And I asked him flat out in front him, I said, did anybody pressure you down in 1\$ to join the Army for four years? No. Then who joined the Army for four years, you or the Army guidance counselor? I did. I said, nobody pressured you, nobody twist your arm or anything like that. No. I says, that was your strictly your decision. Nobody said, aw come on, man, you ought to go for four years. He said, no, you know. And I was just, what I was doing was just pleading my case with Mom and hopefully Mom went back and told those other mothers, hey, that A\$ guy ain't too bad now. You know, she kind of redirected my -- okay. I don't know if the lady ever did, okay, do that. But I see her now on the street, I'll see her. And she says hello to me, and she says, oh, her son just loves the Army now. Okay.

Interviewer: What I'm picking up is one thing you did is shift the question away from trust of you, to happiness of her son and his perspective. And that's really where it should be judged from anyway.

Subject: I bought this cup when I, I was in 6\$ and I was in a store, like a Hallmark store and I seen that cup, and I said, that is the God's honest truth.

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Salesmanship begins when the customer says no.

Interviewer: What does that mean to you?

Subject: A salesman, you're selling something, okay. No problem, okay. The salesmanship, it falls back down to service after the sale, and common courtesy. And it falls right back down to everything I've talked about, understanding, caring, you know. I'm proud of everybody I've put in. I'm proud of every one of them, okay. I'd serve with all of them, okay. And that's, you know, how many car salesmen can you go to and say, are you, everybody you sold a car to, did you give the the best possible deal? Okay. That guy, if he tells you yes, well, I mean, I don't believe him, okay. Everybody that I sold the Army to, am I, am I happy that they got the best deal? Am I, can I say they actually got the best thing possible? Yup, sure can. Sure can.

Interviewer: Good. Let's talk about follow-up for a second. What's important about follow-up and maybe, briefly, what's your concept of, of follow-up and then what's important about that?

Subject: My concept of follow-up.

Interviewer: Yeah, like, what, what specific actions do you do as a general rule, in the general category of follow-up. Or would you call it service after the sale?

Subject: Yeah, that's follow-up.

Interviewer: That's what I meant to say. What do you do for service after the sale?

Subject: You know, take them out to dinner before they leave, you know, call them up and just talk. And sometimes I call them up, and I never talk about the Army. I don't even talk about the Army when I call them up.

Interviewer: This is during DEP now?

Subject: Yeah.

Interviewer: Okay, what about following DEP?

Subject: I write all my people a letter. I write them usually they're first couple weeks of basic training. I write them all a letter. Okay.

Interviewer: What do you say?

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Subject: Everything's good in (name of town). Okay. I tell them what's happening in (name of town), maybe I send them a newspaper, okay. All right, maybe Mom and Dad didn't send them one, maybe I'll send them a newspaper, you know. It depends on the kid. Tell them everything that's good, tell them what the football team did last week. Man, they killed this team 48 to nothing, okay, tell them that. Tell them, you know, everything's good in my office, okay. A lot of kids worry about me, okay, worry about if I'm making mission. I get letters back, Sarge, have you made mission yet this month? Yeah, I made mission with two over-ships, you know, I'll write back to them, you know. I'll say, in case you want to know, yes I've made mission, and you know what, I put your friend Johnny in. Okay, you know. Just write them a little letter, okay. And then I put in there, I always put, sign my name, Sergeant AS, you know. And I put like that, and I go, but you can call me by my first name, you know. And I, and then I always put, P.S. I know you won't write me back so good luck to you throughout basic training, you know. I always put that. And then I get letters back. Ha-ha Sarge, I told you I'd write you back, or I know you won't write or call, and they call me up or whatever, you know. So, you know, I usually get, I usually get a letter back.

Interviewer: Okay. You write one letter. Usually they respond. What else do you do, if anything?

Subject: Call Mom and Dad, see how they're doing.

Interviewer: How often?

Subject: I usually wait about, I usually wait about a week, three days to a week after Mom, after they go, to find out what their address is. Then I call Mom and Dad and get their address. Okay. Unless the kid calls me. Then I call Mom and Dad. I just, like usually on a Saturday morning, okay, if I'm bored, okay, on a Saturday morning, I ain't got nothing to do and they say we gotta be here. And I'm saying, screw this, okay. I got a bad attitude on a Saturday being here and it's 95 degrees outside, I'll just go over there and pull out some cards of people that have joined in the last 3, 4 months, call up their mom, Mom and Dad. How's he doing? Where's he at? What's happening with him? Oh, he's coming home. I called up one last Saturday, a good example. I called up one guy last Saturday, he's right here. He just got in last night. Okay. I talked to him on the phone. He

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said, Sarge, I'll probably be, he's going to come in sometime this week. He probably has already, I haven't been here, I don't know. He's on leave for two weeks, okay. He joined back in October. He's on vacation for two weeks.

Interviewer: Okay, so you give Mom and Dad a call like once, once during basic training?

Subject: Yeah, I give, in fact, the guys I put last March, I still give their mom and dad a call. Okay. I still follow them up, you know.

Interviewer: As the mood strikes, whatever?

Subject: Yeah. You know, just as the mood, yeah, whenever, you know. I get a, I get a, nothing to do, I might call them up, you know.

Interviewer: What does that do for you? What do you get out of it as a recruiter?

Subject: It tells me that I did a good job. You know, the kid loves it, okay.

Interviewer: You hear that from the parents?

Subject: Yeah.

Interviewer: Anything else?

Subject: Yeah, the parents say, come after my other son. Come after my other daughter, come after my cousin.

Interviewer: How do you ask parents for referrals?

Subject: Same way I ask an applicant. Who do you know is interested in joining? Jeez, seems Mike's having a good time. You got to know somebody else, a neighbor or something that might be interested, to have the same good time. Plain and simple. Ask them. Don't hurt to ask, because what can they say? They can't say no. They can't say no, okay. They can't. That's right, they can't say no. Okay. They cannot say no. There's no such answer as no. You know, when you have something like that.

Interviewer: What do they say if they can't say no?

Subject: Well, yes, you ought to call so and so up, or, jeez, you know, and a lot of parents call me Sarge, okay, or by my first name. Gee Sarge, no, I don't know anybody right now. But I'm going to, I'm going to find somebody that might be interested,

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okay. I'm going to get somebody that might be interested, you know.

Interviewer: They say that to you?

Subject: Oh, yeah. You know, or Dad, I got one kid, Dad works at Mobile Chemical here. Dad says, summer help's coming, Sergeant A\$. He says, and them boys are only here for the summer. When they get ready to get canned, you bet your ass I'll be telling them to come see you. You know.

Interviewer: You give them your business card?

Subject: Oh, yeah. Oh, yeah, you know. And I give them, you know, they know where to get me. They know.

Interviewer: Okay. When you were in the other place. You know, I mean, what I'm asking for is any strategies or rules with dealing with either principals, guidance counselors, whoever is your main contact with the school. I assume you need somebody. You can't just wander into the school.

Subject: Uh-huh. I entertain them. You know, lunches. Not no Burger King lunches. Lunches, invite them, we have COI functions, things like that, invite them to there. Entertain them.

Interviewer: Any other favors you can do for them?

Subject: Send them on tours, you know. They have these educator tours.

Interviewer: Yeah, that kind of stuff, I know.

Subject: Mine are always going. I send them all the time.

Interviewer: Good.

Subject: Yeah, oh yeah. Have my captain come out. If my colonel's in the area, you know. Every year I give my guidance counselors a certificate for helping me, okay, you know, in recruiting. Have my colonel come out and present it to them. Yeah, you know, have him come out and present the thing to them, okay. Or have him send them a nice letter. you know, you type up a letter, I mean, I say, I type up a letter, with my, with the colonel's, you know, just a letter saying thank you for a job well done for the year supporting Sergeant A\$, duh-duh-duh, and I'll put the colonel's signature block on there and take it up to him and have him sign it. You know, and send it to them, you know. Hey, it looks real good. You know, just kind of another way to

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say thanks, I needed you, you know. Because without them, I'm nothing.

Interviewer: How do they feel about the freebies, like the book covers and things like that? Is that a big thing here?

Subject: Oh, they suck them up big time. Oh yeah. They like that freebie stuff. Pointers, you know, coffee cups, you know, give them pointers, coffee cups, you know, says Army on it. You know, drop by a mess of pencils, you know, so.

Interviewer: When you sell men and, when you sell men and women, is there a difference in how you have to sell them?

Subject: Yes. Well, you can't be, on a woman you can't be so, to me you can't be, you can't go for the kill. You can't, you gotta lay back, take your time, takes time, blah-blah-blah, you know, it takes time for a woman. A man, you can go for the kill on the first shot if you got him.

Interviewer: Have you tried going for the kill on a woman?

Subject: Oh, yeah.

Interviewer: What happens?

Subject: I've gotten a few and lost a few totally.

Interviewer: What happens with men when you try to --?

Subject: I get most of them. Or I don't most of them. I get, I get most of them, or I get them the next time around.

Interviewer: Well, what happens if you go for a man, you go for the kill and he says, no. Are you able to get him back?

Subject: Usually.

Interviewer: What about with a woman?

Subject: No.

Interviewer: Okay, so, what do you do differently with a woman?

Subject: I, I usually don't go for the kill. I take my time.

Interviewer: What do you do?

Subject: I give her an initial appointment. I talk to her

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first, basically about the Army, okay. I talk to her first, see where she's at. Then I ask her, you know, maybe I'll end the interview then. Won't even ask her to join. I might not even ask her to join. I'll say, hey, why don't we get together two days from today, and do something else. Okay, and I'll tell her more about the Army then. Then I'll ask her to join the second time around. Ask her to test then.

Interviewer: So, we're talking two appointments as opposed to one?

Subject: Right. Yeah.

Interviewer: This is long time. Okay.

Subject: Yeah, well a guy, I might be able to talk to a guy on Monday, test him on Thursday, DEP him in on Monday. One week. A girl, I talk to her on Monday, talk to her again on Thursday, test her on Monday, enlist her the following week, or Friday or Monday or whatever.

Interviewer: Are you selling women anything different from men as a rule?

Subject: Yeah, you know the cushion jobs, the non-combat status, things like that. Other than that, no, I'm not telling them nothing different. Usually women tend to be a little smarter than men. So, yeah, I might hit a little bit on the two-year program a little bit more.

Interviewer: Let me put it differently. Are they looking to buy something different from men? Like are men are going for like Rambo and the women are going for something else?

Subject: Women around here are going for Europe, travel. Okay, going for travel. So I have to really stress that. A lot of women go for travel around here.

Interviewer: Okay, what about guys?

Subject: They like to go, a lot of guys I've put in around here like to go for the Rambo type atmosphere. They like to go infantry, artillery, communications. Most people around here, the reason they join the Army is one, to serve the country, and two, for the college fund, big seller, especially here.

Interviewer: For women too?

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Subject: Yeah. Big seller.

Interviewer: So like, are you selling them then on, take a few years to play around but when you come out you have the money for college, be responsible

Subject: Yeah.

Interviewer: Okay. So that's the sex difference. Any other difference in terms of what we officially call demographics, anything that lets you know, like Cat levels. Are Cat 1, 2, 3's, and 4's, do you have to sell them differently?

Subject: Cat 1 you have to sell differently, yeah, you're talking, yeah, you have to sell him different. Cat 4, no, you don't have to sell him. You tell a Cat 4.

Interviewer: What does a Cat 4 go for?

Subject: Tell him, look buddy, you're dummer than a box of rocks. Be honest with the guy. You're dummer than a box of rocks and you're gonna, you can do a couple things in the Army. You better take your choice when you get down there, what, what you want to do whether it's infantry, artillery, whatever. You're not going to have much more choice than that.

Category 1's, I don't know, I've seen a 3B be just as tough as Category 1's, you know, it just depends. It depends where the guy's from. It depends, whether he's got a little college behind him when he's a 3B.

Interviewer: Okay, I'm only interested in whether there's sort of a general rule there. If people are just different, that's okay, with respect to Cat levels, but, if for instance, to sell different Cat levels we're just talking about the same sales approach you take. You don't really change your sales approach, you just happen to find out he wants different things. Then Cat 1's, it doesn't really matter what their intelligence is, you still know how to sell them.

Subject: Right.

Interviewer: So is there something different?

Subject: No, I don't think so.

Interviewer: You know that men and women is not -- sales strategy is women will generally be, your odds are

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better selling them on travel.

Subject: No, I don't think that, as far as selling, no, I don't think that's a difference.

Interviewer: What about what they buy, though?

Subject: Yeah, big time.

Interviewer: Okay, tell me, Cat 1, 2, 3, 4, what does each one buy primarily?

Subject: Cat 1 buys, wants the high tech stuff. They want the good stuff, you know. Underwater basket weaver brain surgeon, okay, you know, they'll want the high tech stuff, you know. They'll want the, you know, the communications, the missile stuff, the dental hygienist type thing, you know, things like that. And a Cat B, too, number 2, Cat 2, he'd want that too. The 3A, Category 3, he wants that stuff, too, but not, mainly he's just going in to get some college money because he can't go to college, maybe improve his grades, take a couple years off, and a 3B the same deal. Cat 4, he's not going to get much. I don't know, though, I've put one Cat 4 in and the guy went in for MP, so, you know, that to me, that's, that's a waste, a Cat 4 as an MP, I don't think that can be done, but it is, but it did get done.

Interviewer: Is there anything, you had to change your selling techniques because of geography, so is there anything that you were doing successfully in 9\$ that you tried to do initially in 8\$ and it didn't work?

Subject: Yeah, in 9\$ there's city, or in 8\$, there's city boys, I call them city boys. In 9\$ they're country boys, you know, farmer type, more farmer. Then you have to slow down, you know, explain stuff more to the farmers, I think.

Interviewer: Give me an example.

Subject: You know, you know, the Army has high tech, you know, and go on for a 3A, in 8\$ you talk to them, the high tech route. And in 9\$, a 3A, you talk to them about infantry.

Interviewer: But speak to me like you'd speak to the guy in 9\$. I mean is your, is your speech any different? When you say slower, you mean you actually speak it slower?

Subject: No. No, no, I'm just simplifying the terms. I'm

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just explaining everything. The new government, the new GI bill, the new Army college fund, and explain it more in, explain it in depth in a way which they can understand it. You explain it to a guy, a 3A from 9\$, 3A's a 3A they say, but if you explain the Army college fund to a 3A from 8\$, you can let the film explain it on the Joins Machine. Okay, to a guy from 8\$ and he'll understand it. Okay. Guy from 9\$, you have to show him the film, then do a like a, an Army potential benefits sheet or something and explain it to him again. Okay. And maybe you have to explain it to him again before he's going to understand, okay. You know, he don't understand. Huh, a hundred dollars a month coming out of my check and I'm getting this and this and this. He don't understand all that math, because that film was only two seconds, it took too long for him. So you got to explain it in black and white to him. Okay, but he's still a 3A, okay, but he's a different 3A. Okay.

Interviewer: What is time management, what is effective time management for a recruiter in your opinion?

Subject: Effective time management. When you can, you know, when you can plan your time and, and look on your, you know, and know that you've accomplished something today, you know, when you're not just sitting there and didn't accomplish a damn thing. I believe there's a lot of wasted time in recruiting, a lot of wasted time.

Interviewer: You mean it's necessary, or it's just there?

Subject: No, a lot of wasted time we do in the day. A recruiter, okay. A lot of wasted time.

Interviewer: Give me an example.

Subject: Like in the morning. Okay, I'm in my office at eight o'clock, okay. I do admin stuff in the morning, okay, okay, fine I get the admin stuff. It doesn't take me, one-man station, it doesn't take me an hour to do it, it takes me maybe five minutes to do my process list you know. When can I really start calling Johnny and Janes? Well I can't really start calling them until about nine thirty, okay, so that's an hour and a half after I get there, okay. Then in the afternoon there's dead time. A lot of times recruiters will just sit around and drink coffee until two, three o'clock. You know, sit around and drink coffee until one, two o'clock in the afternoon. And then say, oh, yeah, I'm going to work now. Okay, now I'll get on the phone, okay, make an appointment, you know, and

they'll wonder why they're working until seven, eight o'clock at night. Because they'll wait until four o'clock to get on the phone and make an appointment. You know. And I'm a firm believer in getting on the phone in the morning, get my work done, I'm still there until eight, nine o'clock at night, but I'm making other appointments, because I've already made one or two, okay. I don't know, I'd like to, yeah, I wish a recruiter, a recruiter should be made to make an appointment in the morning and make one in the afternoon. They'd make, they'd be prospecting in the morning instead around drinking coffee, you know, and, you know, prospecting in the afternoon. Get everything done. You know, we should be done, if they work together, it's hard in a one-man station because you're all alone, but in a multi-man station, if you work as a team, there's no reason why you can't go home at six o'clock at night. Sure maybe you're going to have them nights when you can't make an appointment, gotta stay, but three nights out of the week, you should be home with momma at six o'clock at night, you know. You maybe have to go out to a parental consent at eight o'clock.

Interviewer: Give me some specific examples of time management.

Subject: Yup. I'm a firm believer, I don't go over to a high school, 8\$ Academy I go to because it's only two blocks away, I'll go up there to see one guy. But 9\$ is fifteen miles away, I don't go there unless I'm seeing two or three people in a row, okay. I won't go out to a kid's house, like on this parental consent this morning, I went out to the, if you wouldn't have been there, I would have gone out to the house, and on my way back I would have stopped at the little villages and done my little thing, check my RPI racks, school's out this week, I might have went to the park and seen if Johnny, anybody was there. You know, I might have made it a good hour of it, okay, and had lunch out there, okay. Yeah, that's time management, you know. And work my time out, I would have left this morning to be out there at nine-thirty, I would have left at eight-thirty. Okay, I would have took a different way out, maybe I would have seen somebody on the way out, okay, and I would have took a different way back, hoping to see somebody on the way back, put up a poster or whatever.

Interviewer: What about, what about planning time? What's a good way to do that?

Subject: I go by minute by minute, I put everything down in that planning guide. In fact if you look in my

planning guide right now it's blank for this last three days, okay. But I can flip back to last week and that whole sheet on one day is full, okay, and I'll prove it, I'll show it to you when I get back. I'll show, you know, I -- and in fact, I got to tighten up my planning guide right now for the last two days. Okay, I don't have much to talk about the last two days except we were just talking. But yeah, I believe it because if you look in that planning guide, if there's a lot of blanks, what did you do during that time?

Interviewer: Okay, what kind of things do you plan out? I mean, do you have like, do you have a list in your mind of things to cover?

Subject: I plan on everything, I put it in my office, I put it in my planning guide that I'm going to report to the office at eight o'clock every morning, okay. And I'm going to call my first sergeant at eight o'clock every morning, and from there I'm going to do admin for about a half hour, you know, just filing this and that. From there, I'll do some prospecting, I plan in my PT time, I plan in my prospecting time, already, all in advance, a week before, two weeks before, whatever, I plan it all in. I get in there from nine-thirty to eleven I'm going to prospect. That way, say Tues--, today's Tuesday, I'm prospecting now for Tuesday and the guy says I want to sit down Thursday with you at nine-thirty. I look, I say, whoa, I'm prospecting between nine-thirty and eleven Thursday. Now what's more important? Yeah, okay, I'll sit down with you at nine-thirty, okay, because that's more important, but then I look and I got a meeting with the first sergeant at nine o'clock on Thursday and he wants to sit down at nine-thirty. Hey, I can't make it then, my schedule's tight, okay. So I try to plan them things as far in advance as I can so I know what I got to handle what I'm doing, okay.

Interviewer: So we have, getting there, we have admin, and we have prospecting. Any other type of things, we have appointments, any other kinds of things that should be scheduled?

Subject: I put in, I put in there haircut, you know, I put in there, I put in there when I'm going to get a haircut time, I put in there driving time, you know, an hour to get here, twenty minutes to get here, testers, pick up testers, take them down. I put in there prospecting time, I put in there everything.

Interviewer: Okay, do you ever try to not follow it and see what

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happens?

Subject: Yeah, you don't get nothing done. You don't get anything done. Wasted day.

Interviewer: Do you feel you're successful if you follow the plan?

Subject: Yeah, I feel, I hope it will be successful. Yeah, because I'm doing work. Okay, I'm doing something instead of sitting there, and in recruiting they're not coming to you. You got to go to them. Yup.

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Interviewer: I don't know. You're the guy that's supposed to be good. What do you do that's good?

Subject: The thing that works best here is our referral program. That's our biggest key to our success is the way that we handle our DEPers, you know, we have them come in whenever they want and normally they come in, they bring people with them and I will conduct interviews right here in the station. And it works for us. That is what has made this station the last couple years very, very successful.

Interviewer: Your referral system.

Subject: Yes, sir.

Interviewer: What's, what's important about a referral system?

Subject: Okay, the biggest thing with importance is when you're talking with the individual and once you get that individual to commit and enlist and you give him something that's going to benefit him for the rest of his life, he normally brings in his friends. And when friends come in with him, you know, and he's going around the schools or going around the community telling those individuals what he has received from the United States Army, then those individuals want to get a little bit of it too, so they come in with them.

Interviewer: Give me a concrete example.

Subject: Last year, I put in one guy from _____ High School. I gave him the cash bonus, Army college fund, he went to basic training, he enjoyed it. He came back and talked with his friends. In the mean time, from that one particular individual, I managed to get seven enlistments from him. Because of him going back, talking to his friends what he had received and how he was enjoying it. From that kid, seven enlistments.

Interviewer: Once a kid goes to basic, what happens as far as you're concerned?

Subject: Well we, first of all once an individual is due to leave to go to basic training, we give him about five self-addressed envelopes so he can write back to us. A lot of people, once they send a person off to basic training, they lose contact with them. Our biggest thing is we try to keep contact with people as much as possible -- basic training, in their school training, when they're stationed at

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their duty location, we try to keep in touch with them.

Interviewer: What do you do if they don't write?

Subject: We can't do anything. But basically, you know, I try to keep in touch with parents to find out how they are doing. And then eventually when that individual comes back home and we have him come up here in uniform, have him walk around with us -- it works for us.

Interviewer: Give me, again, a specific case where that happened.

Subject: Okay, it's, I could show you in my desk drawer, I got tons of letters that I received from different guys and young ladies from basic training. But we also have been very fortunate with the home town recruiter's aid program. Most of the people that we recommended for home town recruiter's aid has came back -- work with us. And, I know a lot of people, when you talk with the people between ages 17 I'd say until about 21, they are a little bit skeptical of recruiters whether it's Army, Air Force, Navy or Marine Corps, it doesn't make any difference. A recruiter is a big liar and you've probably heard that. Yeah, okay. But you know, like, I know a lot of people are very skeptical of recruiters, you know, but we, we feel and I think the way a lot of people should feel is that when an individual talks with a recruiter we're not trying to hurt him. We're trying to help him. But for people who can't see that, they feel a little bit more comfortable talking with individuals that they have gone to school with. They are very, very close friends and we utilize our sales technique along with the image of the other person being there to make sure that everything is verified and everything is correct and proper and it, and it makes that person a little bit less skeptical towards going into the Army. And it works for us.

Interviewer: You still didn't give me a concrete example of somebody that you followed up even through AIT.

Subject: Okay. Let's take for instance, A\$. Put him into military intelligence from 1\$. I wrote him through basic training. He used to call me sometimes, you know, when he was down, you know, when he was having problems in basic training, I used to talk with him. And in the mean time, when he came back home after basic training he brought in two people from 1\$ that enlisted.

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Interviewer: What kind of problems in basic did you, were you able to help him with?

Subject: Well, being away from home is one of the key things. And this works especially well for females because females have never been away from Mom and Dad when they are of ages 17, 18 years old, go out there and find themselves not being able to turn to Mom and Dad when they need advice. They normally call me and I talk with them. You know, they might be down, you know. Sergeant B\$, I can't do all the pushups, I can't do all the situps. I tell them, just take your time, you know, work on it or work hard with it.

Interviewer: Do you remember a specific conversation?

Subject: Yes I had a young lady by the name of C\$, she was of the age of 26 when she went in. Like I say, C\$, she went in and she was a little bit older than most of the people that we put in, so, she felt like she would have a difficult time as far as basic training was concerned trying to compete with the younger girls. And when she was first there she was having that particular problem. All the girls called her Mom and everything like that, you know, and she called back. One time she was pretty upset because she wasn't able to actually keep up with the young girls as far as the two-mile run is concerned.

Interviewer: What did she say to you?

Subject: What she was saying that she was having problems, you know, it makes her feel old, you know, but I say, look, you are older than most of the girls that are there, you know. But what you gotta do is you gotta realize if you do even three-fourths as much as all those younger girls were doing, you're still competitive with them. Because your body is not as young as it used to be, so you know, you just have to hang in there and stay tough with it and things will work out for you. And she managed to graduate from basic training. Went on to her school training, had no problem with that because she was a very intelligent young lady. And now she's stationed down in _____ and she loves it. I guess about every person that I put in, I know exactly where they're stationed. And I put in probably pretty close to ninety-something people.

Interviewer: Ninety?

Subject: Yeah.

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Interviewer: In two years? That sounds like a lot.

Subject: Yeah. I guess you could say that, you know, but then you got some people that have over a hundred or so, you know, so. Like the guy that won recruiter of the year, he put in ninety-something in one year, but I guess -- that's pretty good for this particular area, yes.

Interviewer: What's your usual percentage?

Subject: All right, the Army, we take I guess about maybe 58 percent of all the enlistments from this town. That means the other three services divide 42 percent.

Interviewer: And how much of that is like, like, Cat 1, Cat 2?

Subject: About 56 percent of them. The last stats show that we was taking 50 percent of the higher military.

Interviewer: What about you personally?

Subject: Yes, we normally make mission always. Like, last year they had this special award in our battalion for, they had the top regular Army reserve and new recruiter of the year. They also came out with another award for the reserve recruiter and the regular Army recruiter, top high test category taker, and I won that particular award.

Interviewer: For getting the most people in the higher category?

Subject: In the higher category. Also, and what makes it even exceptionally well is that the reserve recruiter that won that particular award, he lives here in 2\$ also, and he works out of this station.

Interviewer: You just have bright kids here or what?

Subject: Not necessarily so, you know. A couple of schools produce quite a few bright kids but then a lot of other schools average kids, mediocre.

Interviewer: That's interesting because, you know, back in recruiting command they tell me that you guys really have an easy job. Here you are in the boonies, kids are dying to get out of here. So I'm not surprised that you can make quota.

Subject: Well, it's even, it's even better here in 2\$ because 3\$ County, as to the -- state of 4\$, so that helps it out quite a bit. I can't say it's all achieved to just my, my success. You know, it's a lot of things that help me out as far as

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community is concerned. That's the unemployment rate.

Interviewer: Do you find that it's just as easy to get a Cat 1 as a Cat 3 or Cat 4?

Subject: Yeah. You know, it all depends on how you talk with individuals. You can't talk with a person in the higher test categories the same way that you would talk to someone who scored low on his test. You have to program yourself to be able to come down to certain people's level.

Interviewer: Give me something you would say to a Cat 1 and something you would say to a Cat 3.

Subject: Okay. Category 1. Those individuals are normally looking for college, you know, and that's basically what it all boils down to, even though sometimes they forget about the job training, they are mainly college orientated and they fall in love with our senior enlistment program.

Interviewer: Yeah, what kind of words, what do you actually say to him? I mean, do you just mention it to them and they fall head or heels to enlist?

Subject: Not necessarily so. You know, when you can show a person, I guess one of the key reasons that most people don't do as well in school as they possibly can is that a lot of people that are very, very smart sometime do not have the efficient amount of funds to finance their college education. In the mean time, what they do, and I see it all over 2\$, they normally try to go to school full time and as soon as school lets out they're trying to work a job to help pay for some of that college. And what happens you find, is that, one school has a full time student then getting right out of school trying to work a job. That takes a lot away from your studies. And what we try to show that particular individual is that even with our senior enlistment program which is our biggest selling program and the commander's stressing it to the enlistment quite a bit right now, it offers that individual seventeen thousand dollars towards their college fund. And what happens is that, during his two-year enlistment, a lot of people are not aware that they can get them college credits from basic training. And I don't know if you were aware of that yourself. But you pick up college credits from basic training, the schooling that you go in, you pick up college credits for that. Also, we try to stress that during your two-year enlistment program, that you might want to shy away from

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trying to ask for you, take a full load as far as college is concerned and you're allowed to go to school as a part time student where you can sort of set the way that you want to work towards your college degree. The Army will pay for 75 percent of that tuition and after they enter that two-year enlistment, you still have seventeen thousand dollars worth of college money to utilize for continuing education. And that way the funds are there and you can dedicate all your time towards your schoolwork. It's going to make you a better student.

Interviewer: That's it? You sold them? They're in the Army?

Subject: Well, you know, there's a lot more to it than that, you have to go over the intangibles too, you know. As far as the pay. You know you're going to get paid the whole time while you --

Interviewer: You talked to him here or at his home or --

Subject: I talked with him here.

Interviewer: It was in this office.

Subject: Most, most people I talk with at the recruiting station, especially if they are passed the age of 18. An individual who is 17 years old, where you can talk with them at the recruiting station but you to get them to enlist you have to have parents' consent. I put that deep gleam in my eyes, you know. The individual wanted to go to school full time and we have a program that can cover that which is the Army reserves where the individual can continue to go to school full time and at the same time --

Interviewer: What did you say to him, I want to know --

Subject: The individual, first of all, what I had done, I found out his particular needs and interests, okay. His primary goal was to get an education, get his degree, wanted a degree in business management, okay. I talked with him about the regular Army program first of all. Then I mentioned to him about the reserves program because I can put a person either way, Army reserves or regular Army, doesn't make any difference. I explained to him about the reserve program. He was totally against that, he didn't want to do the reserves, but he wanted to maintain a full time status as far as school was concerned. And I explained it to him, the enlistment program, and he liked that program very well because it would give him the seventeen

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thousand dollars. And his biggest objection was in a regular program working toward his degree in business management, he wouldn't be able to go to school as a full time student. And so, in a particular case like that when I get an objection like that, you know, as far as if I'm going full time, or working a job first of all, I'm not allowed, I won't, it will be too much to try to go to school as a full time student because it will take a lot of time. So my biggest thing in a particular situation like that is try to stress dual training. Like, I try to find out is there anything else that he's interested in other than business management. And this kid was very interested in the field of communications, so what I stressed to him is that on a two-year enlistment it's possible to go into a job in communications and get two years worth of experience in that particular aspect in communications. And as a part time student, and I stress, you know, you won't be able to go to school as a full time student, as a part time student can you work towards your degree in business management. And that way after the end of your two-year enlistment you obtain college working towards your degree in business management. Your second choice which interests you quite a bit in the field of communications, you have two years of experience in this now. That way continue working towards your degree, with the seventeen thousand dollars that we're going to allow you once your two-year enlistment is over, continue working toward your degree in business management and once you receive that degree in that particular area, you can't find work in it, you still have communication skills you can fall back on. That's what I told this individual.

Interviewer: How did you know he was sold?

Subject: You can see it in their eyes. You know, when you talk with an individual, that's just like if you were going out to buy a car. A salesman can pick up, just like that, when he's made a sale. You can see it. That's just common sense.

Interviewer: What do you see specifically? Remember that, that kid. What did you see, what did you notice?

Subject: When I told him how he could continue working toward his degree and getting one goal, and at the same time he's filled in his second option, that's when I saw that he was, he was sold.

Interviewer: What did you see specifically? Did he move, did he breathe differently?

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Subject: Well, you know, sure you, you look for those different signs, they teach you that at recruiting school, the body gestures, you know. And when a person, like if a person is sitting back and listening to you and then all of the sudden they get up and they do like this, you know, and lean over to you, there's some interest there. But if he continues to sit back and just listen and listen --

Interviewer: What happened with this kid?

Subject: That's what he did, he leaned over, actually start listening to what I was saying.

Interviewer: Did he talk at all?

Subject: Yes, he talked quite a bit.

Interviewer: Was there a difference in how his voice was before and after?

Subject: Not really because he, like a level base, you know, his attitude about things -- but I, once, once we as recruiters find out that individual, that we have possibly met his needs and interests, that's when we make our close. And we'll say at this particular time if we can do all these things for you, would you enlist? And that's when you get a yes or a no. If we get a no, we know there is something else we must go over. If we get a yes, then we'll complete the interview and then show them all the other tangibles that go along with it, you know, as far as their pay, the use of the recreation facilities, the shops, body shops.

Interviewer: Define an objection for me, in your terms.

Subject: Cop out. Yeah, that's basically what an objection is, is a cop out. And, and I guess you can say that an objection is, is a way of, if I didn't cover a particular thing in the interview, that's a way that the kid is looking for more information. To find out more information.

Interviewer: I mean, what's, what's the purpose of the objection?

Subject: To make sure that there's not doubt in the individual's mind about what he's going to be doing.

Interviewer: You think it's positive.

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Subject: Yeah.

Interviewer: What's positive about it?

Subject: Because it gives you, I know, I guess you've heard of DEP losses, I mean, where an individual is in the United States Army and then all of the sudden for some particular unknown reason the individual wants to get out. Once an objection is brought about in an interview, a lot of people might push him to the side and the individual might continue to process and actually enlist where that objection has never been covered in his particular mind. And then, once you cover the objection at a later time, it might be the right answer that he wants to hear and it might -- I wasn't thinking it was going to be like this. I want to get out. But if you cover the objection in the initial interview, he shouldn't have any reason for wanting to get out. So it's positive. It's going to be negative if you don't cover it. Because it can later come back to haunt you.

Interviewer: Well, if I understand you, an objection let's you know that there's something else to cover.

Subject: Yes, yes.

Interviewer: Does it tell you what to cover or is it sort of just an opening?

Subject: Well, you know, like, I guess there, there might be several type of objections, you know. It could be an objection that females don't want to go into the Army because they think they'll be running through mud and going on a -- and the Air Force basic training might be a little more relaxed. You know, I don't like the color green, you know. You hear all objections of that particular nature all the time, you know.

Interviewer: You say some object to the color green?

Subject: Yes, yeah. I've had several people that have come in saying, I want to go in the Army and it sounds like you all have the best programs, but the Air Force, I like their blue uniforms, I don't like the color green.

Interviewer: And how do you respond to that?

Subject: Well, I can say my favorite color is green. You're dealing with George Washington and Abraham Lincoln, those are on dollar bills and things. No, I try to be funny sometime, right, and then, you know, what

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I tell them as far as, especially when they're between the Air Force and Army is that the Air Force utility uniforms are green also, so what's the difference? And I tell them the color of the uniform does not make the individual. You know, it depends on, you gotta look at what you want to do and the uniform shouldn't make any difference, any difference whatsoever. No, you hear a lot about, I don't want to get my hair cut, and then when I hear an objection like that I try to stress the fact that if you're working with any major corporation, right, now they follow certain dress codes. You know, if you're working with IBM or Xerox, you're not going to go to work with earrings in your ears and hair all down your back, you know. You have an image you must portray and that's basically the same thing that we do. The uniform, your appearance does not make the individual. It's what's between your ears. That's what it's all about and that's what we stress.

Interviewer: Think of, what was the hardest objection that you had that you were successful at but maybe you couldn't answer it right there.

Subject: I'll tell you, the hardest objection for me to overcome, it's probably the same way for someone else, I don't know, is dealing with an individual that might be interested in the Army but has come from a Navy family or Air Force family or Marine Corps family.

Interviewer: Is there a big Navy, Air Force down here?

Subject: You know, Air Force, not really, you know, Air Force is, I guess, would be our key competition is because right up the street in _____ they have _____ Air Force Base. And I guess, I don't know, during your travels you might find that recruiters that are pretty close to the Army installation might be a little bit more successful than a recruiter that's in a rural area who's not close to any Army installation whatsoever. And for the Air Force, because what I've seen them do in several cases is that if an individual is a little bit skeptical about going into the Air Force they'll actually take that individual for a tour of _____ Air Force Base to see what it's all about. And we can't do that, you know, there's no possible way for us to just say, look, let's drive to 5\$ or 6\$ to do it. You know, so sometimes it can be difficult. The biggest objection, like I say, for me to cover is dealing with an individual who has come from the Air Force, the Navy or the Marine Corps family. And their parents say this is the

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only way that you're going to go.

Interviewer: Can you give me a specific incident where that occurred?

Subject: Well, I can give you one. I got a young lady that was from 1st High School, name is D\$. She came from a Marine Corps family. Her brother was in the Marine Corps, her dad was in the Marine Corps and that's the only way she would go. And I had my DEPers talk to her, you know, I talked with her but she's in the Marine Corps right now. Couldn't convince her. I couldn't convince her. And, and sometime that happen, you'll lose people because of that.

Interviewer: What did you say to her that, or --?

Subject: I tried, I tried to show her by comparing two cars. Let's say with E\$ Chevrolet, if they had a Trans-Am down there and F\$, well let's say E\$ Chevrolet had a Trans-Am, they want sixteen thousand dollars for it. It had no options on it whatsoever. At G\$, another car lot, had the same Trans-Am that was completely loaded and still wanted only sixteen thousand dollars for it, which particular car would you buy? And she told me she would buy the one that's fully loaded for the same price. I said, that's what you got to look at when you're dealing with us, you know, like you look at the options that the different branch of service is going to give you. And then you make the decision from that, whether or not you get it, you know. I thought I had her convinced that one time, but it just wasn't -- okay, but I had the young lady pretty convinced to go on, okay, and she was, she was sold. I, I firmly believe that she was sold.

Interviewer: Well how did you know that? What did she say to you?

Subject: She committed to me.

Interviewer: In what sense?

Subject: That she would enlist in the United States Army. But what happened is that once they found out, the Marine Corps, that she was going in the United States Army, they had her brothers in the Marine Corps called her and convinced her not to go in the Army. They started making up all kind of wild things about the Army and things of this particular nature and eventually the young lady went into the Marine Corps.

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Interviewer: Now give me an objection that you are successful at. That's pretty hard to beat, two brothers.

Subject: The biggest success that we have, because most people that come in are either torn between Army and Air Force and the biggest objection and I guess the easiest objection to overcome is that, I don't want to go into the Army, and you hear this all the time, is because I don't want to wear the green uniform. I'll look bad in green. That's, that's the biggest objection, I mean, the easiest to overcome.

Interviewer: Well, is there an objection, there must have been a time when you've had an objection that just, you didn't know what to say and it took you some time to think about how to answer it.

Subject: I never really been stunned on one before. Oh, yeah.

Interviewer: I knew there had to be one.

Subject: I don't know the kid, he comes from a very, very religious family and his mom and dad, well, he was only seventeen and at the age of seventeen you have to have the parents' consent for an individual to take the physical. But his mom and dad, went out to a house call in _____, 4\$ and individual's name was H\$ and I talked with him and his mom and dad were listening. They asked questions, asked the kid if he would join the United States Army. Got a commitment out of him, yes, he wanted to go. And once I got the commitment from him, his mom and dad said, I'm not going to sign. I continued on and asked Mom and Dad why, you know, why wouldn't he sign, if his son is anxious to do this and he's ready to go, and as a high school senior it's best to make the decision early because there are more job opportunities for him. They say, well, our religion says we are not supposed to do this. You know, they were very religious orientated and they would not sign. And I couldn't overcome it. I couldn't overcome it. I tried, it was a suggestion that was brought to me by my first sergeant, is to get, we have a guy that's a minister that's in our company, his name is Sergeant _____. He's our recruiter trainer, goes around and trains all the recruiters and things of this particular nature. I figured maybe it would be smart for me to get him to go out to the house and talk with Mom and Dad. They didn't want to listen to him either. Not at all, so that the kid won't be going into the Army until after he turns eighteen and can make the decision himself.

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Interviewer: You keep in contact with him?

Subject: Yes, yes. We have, in that recruiter file there, you know, we have certain, we have, it goes on a day by day basis from the first to the thirty-first and also it goes on a month by month basis from January to December. And what I did, his birthday is in June, when he graduates from high school. I try to keep in touch with him once every month or so. And then once he turns the age of eighteen I'll be giving him another call. He can do it on his own.

Interviewer: How many times does a kid have to say no to you before you stop talking to him?

Subject: Always. Until he says yes.

Interviewer: You never stop -- keep in contact?

Subject: Well you know, like, as a recruiter, you know, you don't want to harass a person because a lot of times that can work against you, you know, if you constantly harass and harass and kid's constantly telling you no and no and no. But we have, we have a system that the individual, he'll say, no, Sergeant _____, I got a job. And we'll give him about three months and then we'll call him back. And when we call back we try to be smart about it. We try not to call back and ask if he's ready to join the United States Army now. We normally call him back and ask him how's his job working, are you comfortable with it, are you happy with it? And, and congratulate him, you know, say I'm glad that you've maintained your job. But sometimes when that call back in that three month period of time the individual would have lost that job. And then you'll go for another close on him. That's how we do it.

Interviewer: Good. So how did you learn how to handle objections so well?

Subject: I, I don't think being able to handle objections is something that's, that can be taught. I don't know, maybe it can because even as much teaching as a person can give you as far as handling objections, you still have to individualize the problem. Because there are some, there's thousands and thousands and thousands of objections out there and the way that you overcome them is left strictly up to the individual. That's what I think.

Interviewer: So is that a reflection of confidence, it's just

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something you happen to do?

Subject: Right.

Interviewer: Nothing, nothing to do with you.

Subject: Well, you know, I don't know, I, I try to handle things like I think I would want them to be told to me. When an objection comes about, I, I look for what I want to hear from a recruiter, how, how, I would want it to be told to me, and that's how I try to portray it to the individual, you know.

Interviewer: Well, how do you know how you want it to be told to you?

Subject: That's just like, if I got questions about basic training, I don't want no recruiter to tell me, well you're looking in pretty good shape, you know, it's going to be easy for you. You know, you, you can't say that. You, you tell them that basic training is difficult. A lot of people make it. A lot of people don't. You know, if it's, it's left entirely up to you. I, I try to make the individual feel like he's going to be a part of it, you know, that it's left entirely up to you how you deal with basic training. If your mind and attitude is in the right place, if you want to go in there and, and handle it, it's going to be difficult, but you have enough initiative that when you're set to do it, you can do it. You don't want to say where it's going to be easy, you know, and then the kid gets down there and he finds it very difficult, then that's when people say that recruiters are big liars, you know. Because my recruiter told me it wasn't going to be this hard. And you can't do that. It's going to be hard, but if you got the right mind to do it, you can overcome it. That's just like going to school for a period of twelve years. That was difficult, but if you had the motivation to stay in there and stick with it and do your very best, now you have a high school diploma. So -- basic training. That's how I do it.

Interviewer: Any other objections that come up that are major ones, or common ones?

Subject: The most common one here is, is the color green. I'm telling you that is the biggest objection that's heard here. But at the Navy I guess their probably biggest objection is that I don't want to be on a ship for six months. Now, that would be a hard objection to overcome.

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Interviewer: How would you overcome that?

Subject: Okay. If I was a Navy recruiter I guess the way that I would handle that objection is, you're dealing with a male which are the ones that go out for six months. You gotta look at all the excitement that's going to take place. Every time you pull into a port, you know, the different people that you're going to meet, you know, even though you're out on the water and your tour is for a period of six months, you're going to see a lot of very interesting places. You're going to meet a lot of interesting people. You're going to have a chance to have quite a bit of fun and once you get back to your home port at the end of that six month period of tour, just think how you can come back home and tell your friends all the places that you have been, all the people that you have met, all the things that you experienced. That's, I guess, that's the way I would try to handle that objection.

Interviewer: How else could you do it? Could you do it with handling the issue of being on the boat? Is there something about the boat you could find that's palatable?

Subject: Yeah. Never went to the beach or anything. There was never, I'm from 7S and, and there's no beaches around my home town, you know, so I'm not even used to the water. It doesn't make any difference. Where I live there's a pool right downstairs and I don't even swim there. I just go and watch the bikinis and stuff. I don't know, I got, I assume, you know, I assume that's probably how the Navy --

Interviewer: How did you answer that? The answer you just gave me, what were you seeing or hearing at the time? Where'd those words come from?

Subject: That's just something I thought of.

Interviewer: Do you see yourself, like, there seeing those places when you talk like that?

Subject: Yeah, I, I see a lot of moving, you know, and I see a lot of the ships that are from the different ports and, and how they portray the Navy guys as having such a good time and going around and everything's so exciting, you know, and that's what I see. That's what I try to make the kids see. I try to make them picture themselves being there.

Interviewer: Do that for me. Picture, have me picture myself being somewhere. Maybe, what about basic or

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something. Or AIT, whatever.

Subject: See first of all you have to find out how that individual, individual perceives basic training. What do you think basic training's going to be like, you know, because you get a lot of people that, that hear a lot of horror stories from basic training, that the drill sergeant beats them up and makes them clean the bathroom with toothbrushes and things in this particular nature. And, now, now, in certain cases like that, that's when I might utilize the Join Machine. You know, because they have a very, very good film in there as far as basic training is concerned. They just came up with another one for basic training for females that is an excellent film.

Interviewer: I, I don't want to get my hair cut and I don't know if I can cut the physical exercise. I just don't know if I can do it. I've seen those guys try to climb walls.

Subject: Have, have you ever participated in any type of sports program during your tenure in high school?

Interviewer: Nothing formal, just, you know, a little bit of basketball.

Subject: Are you a pretty good basketball player?

Interviewer: No, average, just for fun.

Subject: Right now, as far as your physical condition is concerned, what type of shape do you perceive yourself to be in?

Interviewer: I'm okay. I ain't like the guys on the football team.

Subject: Would you like to be in the best shape of your life?

Interviewer: Yeah.

Subject: What, what the trend is going around now, everyone is stressing physical fitness and, and that's what the Army consist of. We -- on the person being mentally qualified and in the mean time we also want the individual to be physically qualified. A lot of people perceive basic training as doing nothing but running up and down and doing pushups and situps and all kind of calisthenics and it doesn't involve that. Keep in mind that basic training consists of about sixty-five percent classroom environment type things. Yes, the

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physical training comes into it, but, and we, as far as basic training, we don't expect you to be a super jock and go out there and run the two miles with blazing shoes. We have a program that starts out a year of what they call, practice physical training test. This test gives an average account where your whole company does physical training test and that's the way we know how to start you out. To build you up exactly where you need to be to meet Army physical standards. That's what it consists of. Yes, it's going to be hard for you, but if you have the right attitude and if you are motivated enough. It's just the same way as when you were playing basketball. When they give you that ball, if you, and they're depending on you to make that crucial shot, you take it and you miss it, you just try a little bit harder. But if you make it you are such a happy person. Right or wrong?

Interviewer: When you're, when you're talking about that, what's going on in your mind? I mean, what are you seeing for those words?

Subject: I'm, I'm, I'm talking about what people come back, when they come home and tell me about basic training. I couldn't possibly tell a kid what basic training was like for me when I went through back in -- I was completely trained -- okay.

Interviewer: Back to that, whatever you were using. When you're describing that to me, in your mind, are you actually sort of seeing a kid in basic training doing these things or is it just words that come out?

Subject: I'm seeing that, I'm seeing that basic training is going to be hard for that particular individual. You can tell some of the people, a person that has participated in quite a few athletic events as far as track, basketball, football, it's a little bit easier for those people in basic training. But if I got a person that has come in who has never participated in any type organized sports whatsoever in high school, it's going to be a little bit difficult for those individuals. And that's where you have to try to stress to them as the condition of the mind is what's going to carry you through basic training. Individuals who have been through football, their mind is already conditioned, you know. They know what it's like to get out there and do the calisthenics, to work hard, long hours and put all they got into the particular program. But individuals who never participated in any type organized sports, they

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don't know what it's all about. So they have to get their mind conditioned first, prior to going and doing the actual physical training.

Interviewer: Getting back to that picture, though. You said, when you said you can see they're going to have a hard time, and I get to ask this question. What are you seeing in your mind's eye?

Subject: I'm seeing, individual, especially an individual who's never had any type conditioning program, I'm looking at a drill sergeant, okay, that's standing right in their face there, and demanding them to do this and do that, to do this and to do that. Now, it might be rough for them, you know, where a person who has football or basketball in school, they're used to that. They've had a football coach that has pushed them. They've had a basketball coach that has made them run laps and lay-up drills. So it's a little bit easier for those people to adjust, for a person who has never participated, the first thing comes in my mind is a drill sergeant with that Smokey-the-Bear-hat on, that's standing over the individual that you will do this and you will do that.

Interviewer: Do you hear the words, too?

Subject: Yeah.

Interviewer: Dialogue going on there?

Subject: Yeah.

Interviewer: So you see and hear. Now, this is a tricky question. Make sure you follow me. When you're seeing this, are you seeing it like you're in a movie theatre watching on a screen, or are you seeing it from, like, your own eyes as if you're there?

Subject: I'm seeing it as if I'm there. I'm seeing as what it is like for me and I, I've participated in quite a few sports in high school, so it was a little bit easier for me. But I see other people that was there with me that never had any type organized sports whatsoever.

Interviewer: Is the drill sergeant talking to you, or talking to the person who you're doing, who you're saying this to?

Subject: He's talking with the individual who has never had any type of organized sports.

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Interviewer: Okay. What, are you sort of next to them or something?

Subject: Right.

Interviewer: Are you like a mouse in a corner?

Subject: Right. I'm, I'm like standing there listening to what actually is going on and I'm portraying it.

Interviewer: Okay, and as this unfolds, this little movie we'll call it, what happens at the end?

Subject: The individual graduates and that's one of the most proudest moments in that individual's life.

Interviewer: Describe that part to me, I mean, if you were talking to the individual and you had come to that part of it where they're graduating.

Subject: Once an individual graduates, and I tell him, you know, like even though it's going to be hard for you, it's going to be rough, it's going to take a lot of will power on your behalf, once graduation day rolls around and you've met all the requirements as far as physical training, test requirements and you walk across that parade field, and you receive the official word that you have officially graduated from basic training, that's going to make you feel that you've accomplished something on your own because you had a mind to do it. I guarantee that's going to be one of the proudest moments in your life. And, even me, participating in sports and when I graduated from basic training, that was one of the proudest moments of my life. And at the time you graduate even though the old mean drill sergeant image that you see all the time with this guy constantly telling you to do this and do that, this individual actually has tears in his eyes when you graduate because they've become very attached in a period of eight weeks, you know, especially if you're one of the individuals that are having difficulties as far as basic training is concerned. And the drill sergeant spend a little bit more time with you than he would the average person once you graduate and he has, have a special bond with you right there. It makes you feel good knowing that he has successfully brought you through and you have the willpower to take yourself through. So that's what it's all about.

Interviewer: Well how do you make your contacts?

Subject: I know, we have what we call lead refinement list

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and we get those from the different high schools and we keep them here for three years, you know, previous year and three additional years and we are supposed to call those on the list every day, you know to make contacts and appointments with individuals. But the way that we cover our lead refinement list is through our referral program. Whether or not you call individuals or an individuals comes in with a friend, you're still making contact with them. I utilize the phone some, not all the time, you know, but I, I make my contacts through having my DEPers bring them in, bringing people in.

Interviewer: Where do you usually meet people on the first appointment?

Subject: If it's a high school senior, I normally try to make that appointment for their house, you know, because even if you talk with them in the office, you eventually going to have to go back to the house anyway. So I figure why work hard when you can work smart, you know, why not make that appointment for the house, that way you talk with the kid and Mom and Dad all at the same time. If he's committed at particular time and he says yes, he wants to do it, you have Mom and Dad right there to get parents' consent. Where if you talk with him in the office and the kid says yes, I want to do it, you got to then go back out to the house and conduct another interview with Mom and Dad. So why not do it all at one time?

In my interview what I, first of all, what I do is I, I guess what you call, you call it checking kid's temperature to see exactly where the individual stands. Because a lot of recruiters will utilize the sales book and it's a, it's a pretty book with a lot of pretty pictures but it can be pretty boring if you don't utilize it properly. So what I do, the first thing I do in an interview is I check his temperature. And I ask him on a scale of one to ten, where do you stand as far as joining the United States Army.

Interviewer: You ask that straight off.

Subject: Yes, I ask that straight off. And he'll tell you, a seven, let's say he said a seven. I'll say, okay, right now you stand as a seven. At a seven, what would I have to do for you to make that a ten. And you cover ninety percent of your interview right there because a kid will then tell you exactly what he wants in order to go into the United States Army. And then once you find out

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that you don't have to go through all the programs, digging to find out what his dominant buying motive is. And that's our primary job as recruiters, to sit down with a person and find out what their dominant buying motive is. You check his temperature when he first comes in, on a scale of one to ten, and then he'll tell you what you would have to do to make the ten.

Interviewer: Well, how do you know he's giving you the real, deep dominant buying motive?

Subject: If you went in to buy a car and you told a salesman exactly what you want on it, you already know in your mind what you want and if he can't do that for you you're going to look for something else. Right or wrong? And that's the same thing that we are doing.

Interviewer: So, you take his temperature and you have found his dominant buying motive, what do you do?

Subject: And then I'll, he says, Sergeant _____, if you could get me training as a military police, where I can utilize this training possibly one day help me as far as finding a job for law enforcement. That's what I stress, I stress the training, you know, the guaranteed training of choice, you know, how we can utilize his test scores or whatever, okay, to get that training for him. And then, that's his dominant buying motive, you know, but that, you can't stop right there. You must still go over the tangibles with him, you know, as far as the pay, thirty days paid vacation, but you don't stress those things as hard as you stress the dominant buying motive. And that's what we do, you know, we stress his dominant buying motive because that's what's going to sell the kid. And the other little things that come along with that are just cream on the cake. That's basically it.

Once we do that, once we find his dominant buying motive, we stress his dominant buying motive and we give him all the other tangibles that go with it, then we'll set him up with, first, first of all we pre-qualify.

Interviewer: At that point.

Subject: Yes. You know, make sure that he meets all the qualifications, because, you know, for certain jobs, you know, there's certain qualifications that you must meet. You know, especially with the law enforcement agency, the military intelligence or things like that. Speeding tickets, law

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violations, medical problems, we cover all those particular things. Once we find the individual is fully qualified as far as law violations are concerned, mentally qualified and morally qualified, then, and physically qualified, then we schedule him to go out and take the physical. And we let him know what the physical is going to consist of. Once his physical is completed -- another thing, a lot of people lose a lot of people as far as the physical is concerned because you got a guy that's, wants to get into a job in electronics, you have to let him know, even though you might qualify for this particular job as far as electronics is concerned, you might take the physical and that might make your qualification not be there. Because you might find out during the physical that you're color blind, you know, or something of this particular nature might knock you out of that particular job. And once we've done that, that's when we talk with the counselor. He puts the finishing touches on everything. Our primary job is to get the individual familiar with the jobs that are there, make sure that he's mentally, physically and morally qualified.

Interviewer: Okay, so you pre-qualify, you get to the physical, they're into DEP, then what?

Subject: Then, when the individuals come back, you have to resell it. You have to go over the job with him, make sure that he's satisfied. At that particular time you let him know that he is required to stop in every two weeks to see you, physically see you and that you congratulate, congratulate him, make sure he's feel welcome, that he's a member of one of the finest teams in the United States, United States Army.

Interviewer: What about when you send, ship them off. Do you do anything?

Subject: Well, prior to shipping they are required to be in three days prior to shipping and then on the shipping day. And then, you know, that's when we give him his self-addressed envelopes so they can write us back, let us know what's going on. Once he enlists we normally get a picture from him and put him on the board, you know, with other pictures up here and they'll know that we are happy that he's in, that he's a member of the team. In basic training, we try to keep in touch with him, too, make sure that everything is going smooth for him, that what we said to him is actually happening. If there is any problems let us know so we can know how to talk with other people, that basic training

-- that's how we get our insight on what happens in basic training, by the people that we put in. You know, because when I went to basic training in 1977, when Sergeant _____ went through basic training in 1977, basically it's not the same anymore. And the only way for us, not being able to actually see it and see what actually goes on, we have to get information from the people that we put in.

Interviewer: Give me an example of what's different that you've learned from these recruits you put in.

Subject: Well, big difference as far as the way that drill sergeants talk with an individual. Now, in the seventies, you know, where we had just gone to Viet Nam there, you know, and the country was still a little bit shaky as far as another conflict. Drill sergeants were a little bit rougher, you know, they used to be a little -- you know what I mean. But now, a kid goes to the reception station where he get his hair cuts and gets his uniforms issued, make sure all his paperwork is squared away, they tell him in orientation right there, the drill sergeants, what they can do and what they can't do as far as the profanity is concerned, actual physical contact, especially with females that the drill sergeant is not allowed to ask for any special favors in order to get her out of this and out of that. And when I went through it in '77 it wasn't like that. You just get your butt off the bus and stand in line, you know, that's basically it. It's changed quite a bit. They can't call them shit heads and maggots and all this stuff anymore, they have to actually respect them as private this and private that. Now they run in tennis shoes instead of boots, you know, we used to run in boots, did our physical training in boots. Now they do it in tennis shoes. The living conditions are a whole lot better, you know.

Interviewer: Good. Your five minute sales cycle. You're going to write this book and get famous, get money, retire early, is you take their temperature. You, through that, I.D. their dominant buying motive. You pre-qualify them, finish with the interview, your typical interview is over with, typical first interview. Is there usually a second interview or they're ready to go?

Subject: Normally they are ready to go.

Interviewer: After your first talking with them.

Subject: Right. Normally they're ready to go.

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Interviewer: They go out, have they taken the test already in your, in this area?

Subject: No, you know, like if they haven't taken the test, you know, once the interview is completed, then we set them up for the test. This is on a Monday or a Thursday. We also we have a program called, it's better known as a full shot, where we can take them to get the test done down in 8\$ at the hotel and as soon as the test is completed they then take their physical the next day. In fact, if we test a person here on Monday or Thursday it normally takes three to four days before we can actually send them down to 8\$ to take the physical.

Interviewer: Is that required in this battalion or company that they test before they have the physical?

Subject: Yes, you have to test in order to take the physical. Well, they, they, I guess they used to do it here when they had the old MEPS building, but now what they do is we have the Ramada Inn down on 8\$ and the test is administered there and the next morning they'll take their physical.

Interviewer: Okay, so you give them a physical and after the physical you get them back.

Subject: Resell.

Interviewer: Do you meet them at the bus station?

Subject: Yeah. We pick them up from the bus station and bring them back to our office and go over their contract with them and make sure that they are happy, congratulate them, if there are any questions, answer any questions that they might have.

Interviewer: Do you have any magic things that you use to feel them out with, like you use the temperature gauge to start them out with when you first met them, is there anything you ask them like that, a may that you use to make sure they really are committed?

Subject: Ask for the commitment, close the sale. I mean, it's completed and you, you can do pre-trial closes in between, you know, you can ask, say for instance once you, you've covered the dominant buying motive, you ask the individual if I can do this for you, will you join the United States Army? Say, I, I don't know and then that's when you start covering all the tangibles that come along with it.

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Interviewer: Well, after they take the physical and they're in DEP, then you say you have to resell them. What would happen if you didn't resell them?

Subject: I don't know, how, I've never done that. That's one of USAREC's requirements, too, is that once the individual has enlisted you must then resell once you have the next face to face contact with him. And that's when we pick them up from the bus station. That's, that's only just emphasizing what they've done is a very smart move. You know, it's basically that.

Interviewer: Okay, give me an example of a conversation you've had with a kid, pick him up at the bus station. Maybe a kid who had done it but somehow you got a sense that maybe there's something that needs to be reinforced.

Subject: Okay, I'd say an instance that might be a little tricky in certain cases, if a person wanted to get into electronics and he took the physical and found out that he's color blind and he enlisted in a, no let's not say aviation, let's say that he enlisted in the medical field. This is not exactly what he wanted to do, but he enlisted anyway.

Interviewer: Well how did he make that choice? Was it just, did he have any idea that he wouldn't be able --

Subject: Yeah, yeah. Because once, once, he, he would tell the counselor what job he wants to get into and they'll do a search on the computer system to show him all the jobs he'll qualify to get into. When he's looking at his job qualifications and he doesn't see electronics on there and he has expressed that to the counselor, that's what he want to get into, the counselor let him know because of color blindness the electronics jobs are closed out for you. But he still can enlist into the United States Army and that's where the counselors come into it, that's their job to sell jobs, not mine, okay. But they get the kid to go into the medical field and you get a call back, say, okay, your guy's coming back home. He's a medical specialist and you say, hey, I thought he was going to be in electronics and they'll tell you the reason why. When the kids get back, you know, that's a little, that's a little -- but I'm going to have to tell this kid that I understand that you didn't get the job that you wanted but the job that you got is equally as well, you know. And that's where you have to start talking and let him know that even though I understand and you understand why the electronics field was closed for you, still

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you have a very, very good job in the United States Army and you are a member of the team and utilize the sev--, that's when you talk about the seventy-five percent of his college education is taken care of. Even though you are working a job in the medical field it still doesn't stop you from pursuing your goals as far as getting something in electronics. Continue working toward a degree in that particular area and work toward that. And then, you know, the kid sees where it's not completely out of reach for him that he can still get something in that particular area. Utilizing what we can offer him in service, that makes him feel a little bit better about it.

Interviewer: What did you say to this kid specifically?

Subject: I understand that you didn't get the job in electronics, okay and the reason being and I'm pretty sure the counselor explained to you is that because of your color blindness your job wasn't available for you. But you're working a job as a medical specialist which is a very good job that can be very competitive for you once your tenure in the Army is out. You can utilize the experience in that particular area to find yourself a decent job. Now, during your enlistment period if electronics is still very important to you, pursue that as far as college is concerned. The Army will pay for 75 percent of any college tuition that you pay during your enlistment time. Plus we have the additional college money for you to utilize and continue working toward your goals in that particular area. It makes them feel a little bit more comfortable about it. If he sees that even though he didn't receive that on an enlistment guarantee, it's still within reach for him as far as if he wants to pursue it, he can still do that.

Interviewer: Okay, when he goes in, into DEP, he's going in, what do you tell him before he leaves here? About to ship out.

Subject: Well, you know, we, we go over what's going to happen, you know, when he goes back down to MEPS that he's going to get a height and a weight check and make sure he didn't get fat or anything like that. He's going to get a briefing of what's going to happen, you know, what time his plane leaves. They would give him a briefing down there on who to meet when he gets to the nearest airport to the Army that he's going to. His first three days he's going to be spending with his -- and this is where he gets his uniforms issued to him. We normally cover all those things -- we cover that in the

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initial interview too and we just go over it once again prior to an individual leaving.

Yeah. And, and write us even though the letter might be negative or positive, even if you're writing to curse me out, you know, write me and just let me know how things are going.

Interviewer: Okay, give me, how would you tell me, I'm shipping out tomorrow and you're giving me these five envelopes, what do you say to me that is going to get me to use these envelopes?

Subject: Okay. First of all, I'll tell him if, it's going to be very little time for you to do writing your first couple weeks in basic training. I say, we've already given you envelopes that is, postage is already paid. Only thing you have to do is just drop a line and say, look, Sergeant _____ I made it, you know, everything is working fine, or Sergeant _____ I hate your guts, why did you put me here. Anything just to write me, let me know that you are there, you are safe. And they will normally do that, you know.

Interviewer: That's all you say to them?

Subject: Yeah. Well, there shouldn't be that much to say. Most of the stuff you have already covered in your initial interview.

Interviewer: Okay. When they're going down to the MEPS like for their physical, what do you tell them about guidance counselors?

Subject: Nothing. I tell them that a guidance counselor is, is basically like a school counselor. This individual is going to be sitting down with you, he'll give you a list of all the jobs that you are qualified to get into. That's, I tell them to be open minded, you know, even though you might be hung up on a job in communications, once the counselor give you the list of jobs that you're qualified to get into, go over the list, you know. It might be something in there that turns you on a little bit more than the job in communications. At this particular time, the guidance counselor then show him all the jobs that he's interested in. He'll show him that particular job on a computer system. This job will not only show what he will be doing as far as the Army is concerned, it also shows how this job can benefit him as far as civilian employment if they decide to get out of the United States Army. And make sure that all questions are asked prior to your signing the

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contract. That way you know it's what you want. And the counselors are good guys. They're not there to screw you. They're there to help you out. They were recruited at one time themselves. Now they've just moved up another notch and their primary job down there is the benefit of the individual, make sure that you get exactly what you want.

Interviewer: How much time, when your kids come back, how much time do they say the counselor spent with them?

Subject: Sometimes the least amount of time can be ten minutes because if the kid particularly sold on one particular thing and, and we, we normally, when we do up an application, okay, and send it down to 8\$, it has to be reviewed by the counselor that's going to be covering the individual. On the application we already put there what the kid is interested in, two-year enlistment electronics, two-year enlistment communications. And the counselor, before the kid, once he's taken his physical and he's sitting downstairs in the waiting room waiting to be called up by a counselor, sometimes the counselor has already pulled the job for him. And he already has it lined up with the kid when he gets upstairs. So that's easy, you know, and it could only take ten minutes to show him the film and everything.

Interviewer: What do you usually find the kids --

Subject: Forty-five minutes to an hour.

Interviewer: They actually spend that much time.

Subject: Yeah.

Interviewer: What do you tell the kids if they don't like what the counselor's saying? Anything?

Subject: There's other counselors there.

Interviewer: But what do you tell kids? Before they go up is there any way you tell them what to do in case they disagree?

Subject: Well you know, I, we, we tell them to basically be open minded because as recruiters, Sergeant _____ and myself, we don't know what job's going to be available once he gets down there. You know, it could be, today, it could be ten jobs in electronics that are available and a kid that comes in that wants to go into electronics, we can send him down Friday and all ten jobs might be gone.

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You know, so you have to tell them to be open minded about the things that's going to be there because we have no idea. Our primary job is to go over, make sure that you are eligible for enlistment, then get an application done and to send you down to the counselor. It's like a job interview.

Interviewer: I mean, their style, too.

Subject: But I guess the biggest thing between us and Marine Corps is that they have a dictatorship. They dictate everything that's going to happen. You know, we try to compromise, we try to make the person, like if you got, and I've talked to them about that. If a kid is torn between the Marine Corps and the Army, I tell him, you know, do you feel, you gotta realize, do you feel more comfortable maybe with an interviewer saying, when he comes up and says to you look, you know, we need to do this, do you have any suggestions on how you should do it. Let's work together as a team. It's all about teamwork where you feel a little bit more relaxed doing something where you got some input into it, whereas somebody say, look, you will do this. It's, it's a totally, completely different ball game. It works for us, all the time. Piece of cake.

Interviewer: Yeah, I've heard people love them. So in your, in your usual sales cycle you get a kid in, you take his temperature as you call it, you I.D. his dominant buying motive, you close before he knows that he's, oh, you pre-qualify, right, you ship him out locally for the test, you get him back, you put him out for the physical, you get him back, you resell him, ship him out and you do some sort of follow-up.

Subject: Correct.

Interviewer: How do, how did you meet this guy to make the appointment?

Subject: Most of our appointments are made by people that we already have on.

Interviewer: Okay, you get a referral from a guy in the Army.

Subject: Right.

Interviewer: You still got to call the guy, don't you? He makes the appointment and the guy just shows up?

Subject: Comes up. I tell you, a lot of people consider

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this office as the hang-out. You probably see that at about three o'clock today. A lot of high school kids. This is where everybody comes. Right here.

Interviewer: Is there a high school here?

Subject: Yeah. There's one ten minutes from here. But a lot of people comes in here, they consider, they think we are crazy as hell, you know, and they like coming here, they like coming here and talking. You know, eventually when a person sits around and they listen to some of the things that they can do, they become very, very interested.

Interviewer: Was it like that before you got here?

Subject: No. Well, it was for me, but the other guy that was here as station commander, he, he was more like certain standards, you know, like the DEPer's very quietly come in every two weeks face to face and they supposed to give them height check and weight check and make sure they have any problems. Our DEPer has an open invitation any time they want to come into the recruiting station they can come. I don't care, you know, whenever you want to come in, just come in. You know and there's no certain time even though we -- when they come in, when they leave, you know, but there's, they can come in any time that they want. You know, it's not that you will be here in two weeks to see me physically. Now, when ever you want to come in, bud, just stop on over, shoot the shit, you know, whatever. It works.

Interviewer: I know a guy who went and packed up his Joins System, just took it down to the local mall and started playing videos on it. He said he got a lot of leads.

Subject: We do that, you know like, as a matter of fact we got, Armed Forces Day is coming up. We do that in the mall, go over, we take it out and have some of the people there and just go over the programs, go out there and sit with it, you know, and show video disk thing.

Interviewer: What do you want in a job?

Subject: Well, this is what I'm getting ready to tell you. This is going to lead to what I want out of a job, okay. But the thing that you hear all the time and they preach it in recruiting school and all over the United States and everywhere in recruiting command, if you make mission, go fishing. That you work your own hours. That's bull. You work the

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hours that they want you to work, you know. That's basically what it boils down to. If you're doing your job and you're putting people in the Army, you need less pressure and they're not receiving that. Even though you, you are making mission, they always want more, you know, we need this, we need that. Even if you have a very good month, you're successful, I'd like to see it where if a person is successful, they actually slip one month where they don't come down on you so hard, but they do that. You know, I guess more freedom is basically what it boils down to.

Interviewer: Okay, what else do you want on a job? You want freedom, what else?

Subject: Well, more money. Can you do that?

Interviewer: Sure. Yeah, I can do that. I don't know if I can do it for you. I can do it for me. What will having freedom get for you? What will having that do for you?

Subject: It will make me have a better attitude about what you're doing.

Interviewer: What's important about that?

Subject: You know, you don't want to, even though you know you might enjoy recruiting you still want some time to yourself sometimes, too, you know. You want to be able to go home sometimes early and have a good time and enjoy some of the sunshine or things of this particular nature or go fishing or whatever. And here you don't do that even though you are mainly mission orientated. And until a company makes their mission or the battalion makes their mission, you're going to be working all the time.

Interviewer: How, what's your average work week?

Subject: We normally leave here on the average about maybe six o'clock.

Interviewer: So you work like a nine to six day, how many days a week?

Subject: Normally six days a week. On Saturdays we normally come in around ten and work until about two.

Interviewer: Okay. What else do you want in a job? You want freedom, you want money. What will money will get for you?

Subject: More things, you know. You never, you never, I

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don't care what job you work, you always want more money, you know. More money means the more opportunities that you have, more things you can buy, the better you feel, you know.

Interviewer: Okay so freedom, money, anything else?

Subject: Well, in recruiting, I guess recruiting's supposed to be one of quickest promoting branches of all the services, has the quickest promoting jobs. You know, even though you might enjoy recruiting and you might want to go back to your old job, there's a lot of things you have to look at. You have to look at if you're going to be comfortable working your own job where the chances of getting promoted in that particular job are going to be a little bit slower, or do you stay into something that you semi-enjoy and work for the promotions. That's a decision making mode that you have to run yourself through. Now I know if I stay in recruiting I'll probably get promoted a whole lot quicker than if I went back to the job in administration.

Interviewer: What's important about promotions for you?

Subject: More money. More mulah, money in my hands. Plus, you know, if you're working a job and you get promoted in that particular job it makes you feel a little bit more comfortable with what you're doing. Showing that you are right up there with the best, everybody else. Even though you might be good in your primary job, my job is administration, the chance of me getting promoted in that administrative, administration is a lot less than it would be if I stayed in recruiting. So that's, that's sort of helping me make my decision to stay out here or go back.

Interviewer: Okay, so anything else? You mentioned freedom, time off.

Subject: Right, you know, like if, I feel that if decisions at your station, they give you a monthly mission, you know, for the station. If your station and recruiters in your station, you know, made their monthly mission, it may be a hundred and ten, a hundred and fifteen percent, I think those people deserve some time off, you know. Even though your company is not at a hundred or something percent, yeah, you know, it takes a lot of initiative to actually want to stay in here and work and pull everything together as a team. Especially if you feel, God, I've made it, you know, let me go do something different, you know. Get prepared for the next month. And in recruiting this the only

job that you work on a month by month basis. Like, you might put in, they give you a mission of three for this particular month and I put in seven or eight and you're a hero. The next month you're dog shit again, you know, because you're starting all back over again.

You're looking at the security, stay in the Army for twenty years, I'm going to retire so if my security is there I'm not getting out. That's a primary factor. The primary thing is security, as far as accelerations in that particular job, not acceleration, I mean promotion, and the fact that you are earning enough money to live comfortably off of. With that and your health you know, what else do you need? No, like I would like to be a little bit closer to home, you know. It's not every, it's hard for me to jump in my car and drive 300 miles whenever I want to go visit my family. I think this is the closest I've been to home since I've been in the Army. Seem like recruiting command might want to stress, you know, as far as, I guess, it seem like to me, maybe I, I'm a dumb country boy though, you know, I don't think the best all the time. But it seem like if a person is from 7\$, why not send that individual to 7\$ and possibly in his home town to recruit? I guess it could have good points and it could have bad points and I guess recruiting command specifically looked at nothing but the bad points. If that person was a big trouble maker in 7\$ in his home town, not too many people are going to be receptive when he comes back home. Plus it could make his integrity look bad, too, you know, trying to put people in who are not qualified just because they're his friend. I understand that, but if the person is pretty respected in that particular town, he could be very successful in that town. A lot of kids could be more comfortable talking with him than some total stranger.

Interviewer: What will having security do for you?

Subject: When I retire at the age of 37, I'm not worried with some of the things as far as medical expenses, dental expenses. I'm still authorized to use all the PX and Commissary benefits, you know, I can utilize those particular things. I have a guaranteed check that's going to be coming to me for the rest of my life. And once I retire, if I stay in for twenty years which I am almost positive that I will, I retire at the age of 37, and I feel that I'm young enough to actually start myself a second career. I got all those other things that a lot of people have problems with as far as medical

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expenses and dental expenses and, and buying cheaper food and cheaper clothes. I got all those things there with me. I'm not worried about those particular things. And that gives me a sense of security. If I decide to get married before I retire, I got a little stash for my family too.

Interviewer: How do you know you've done a good job?

Subject: On a month by month basis, you know you've done a good job when you put in the required people that you're supposed to put in -- certain categories. As far as, the, the way that the community, that we get such a big proportion of the community and all those people going into the United States Army, it shows you that you're doing something right because the people that you are putting in are sound with their decision and they are coming back, even if you don't see them, they're coming back to this community and they're spreading your name around. I can go anywhere in this town and get exactly what I want. It doesn't make any difference. Everybody knows, everybody.

Interviewer: That's because --

Subject: I go out and talk. I go out and communicate. I deal with a lot of people.

Interviewer: Okay. So you know you've done a good job, one, because you've made mission, and two, what was the second thing?

Subject: I guess the way that the community accepts you. Where you can ride down the street and you see people wave or you walk in the store and people go, how you doing Sergeant , or, what's going on today. That makes you feel good. That makes you feel that you are doing something right. Now you could walk into the store or something and people could turn their nose up at you and wouldn't even speak. That means something's going wrong.

Interviewer: There's a possibility you may want to stay in recruiting command or go somewhere else. What do you think is going to be important in choosing?

Subject: The biggest thing that's on my mind as far as me making my decision to stay in the recruiting command, I say is the quickness of the promotion. You know, there, right now the recruiting command is tops in the whole United States Army as far as having the highest selection of top NCOs than any other branch. You know, that makes you say, well, hey, I can stick with it, you know.

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Interviewer: But there's a price to pay for that.

Subject: If you enjoy your job and I enjoy recruiting, you know, don't get me wrong, you know. Recruiting is, is fun, you know, I work more hours than any job I've been in the Army. Because when I was working postal I used to go to work every day at 8:30 and got off every day at 2:00. I did this for five years. You know, sometime my day might not end here until 9:30 or 10:00 at night. So even though it's a lot of hours, it makes you feel good when a person writes you back from basic training or where they are stationed and say, Sergeant _____, I really appreciate you taking the time out with me to lead me in this direction. That makes you feel good. That makes up for all the hours right there. But if you are not getting that from the people that you put in, and you're just working outrageous hours, it can be very, very depressing.

Interviewer: Do you feel you have to stay with recruiting in order to get the quick promotions?

Subject: I wouldn't have to stay with recruiting to get the quick promotions, but it's quicker in recruiting than it would be back in my old job. Because, first of all, the number of people that are in administration Army-wide, of course, there's thousands and thousands of them, where the percentage of people in recruiting is pretty low.

Interviewer: Quickness of promotions, you know, how ever it ends up, might be, would probably be an important reason for staying. What would be a reason for choosing administration?

Subject: I like the job. The job is very, is very demanding, plus it offers a bigger paycheck when you get out than it probably would be in sales. You know, with experience that you obtain also in postal operations, you can almost be guaranteed that there's always going to be work for you. Because no matter where you go, postal operations always sends out bills, you know what I mean. And so the job is going to be there. The more experience you got, the better off you're going to be. Sales can get boring at a time. I just like postal. I like postal work. I like it.

Sales can be boring at times, too, you know because when you, when you see, just think, the number of people that you talk with on a day by day basis and always going over the same thing over and over and over and over again. Sometime it can be boring.

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And you have to have a very unique personality to try to change a lot of things. Even though you deal with, I guess the, the most fun part of this particular job is dealing with different individuals. Because no one thinks exactly alike. You have to change your attitude for each individual that walks into your station. You gotta be very, very flexible, very flexible. And that's a challenge as far as, that's, that's, I guess that's the biggest challenge I feel.

Interviewer: But security's more important than challenge.

Subject: Yeah.

Interviewer: You can get challenges wherever you want on your own.

Subject: Yeah.

Interviewer: Good, tell me about one of your favorite working experiences, a one time event.

Subject: Their name was I\$ and J\$ _____. They were both in college and one had about three and a half years worth of college. The other one had two and a half years worth of college. And their dad had just got murdered. They owned a pizza chorale and the youngest, her name was K\$, she was inside the store and some guy broke in and she saw her dad get killed. I spent a lot of time with the family, you know, as far as talking with them, you know, and doing all kind of different things with them, going out on a picnic, playing basketball. And the money at that time, they spent a lot of money, they're from Greece, they were going back and forth from Greece trying to make all the arrangements and the money just completely wiped out. And both young ladies saw no possible way to finish up their college because the money had been drained. And they both were going to school in the field of languages. You know, and I managed to get both of them a job in military intelligence and they both got the language that they wanted and they are very happy with it. And now their mom invites me over for dinner. I'm very close to the family and that was, I guess, my best working relation right there.

Interviewer: What did you like about it?

Subject: Because they went through something that was very dramatic, you know, as far as the loss of their father, they had to sell their pizza chorale, the pizza place because they went bankrupt. And the girls felt like their future was completely gone,

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you know. They were down and out and the whole nine yards. And by talking with them and sitting down and discussing some of the opportunities that they could receive as far as United States Army, I helped them out to achieve their goals. That make me feel good.

Interviewer: I understand that you really helped them, but what did you like about it? Something that you got out of it, too?

Subject: I got out of it because it made me feel that I had accomplished something as far as taking the family out of a crisis. You know, that make me feel good. Another thing, since I've been out here I managed to help save a man's life. You know, and I, we were riding to 10\$ which is where my company headquarters is located. A guy was coming off an exit ramp in a tractor trailer, he was moving too fast to hit the ramp. And when he came out, you know, he hit the ramp with the truck and started coming down the hill and threw the guy through the windshield and he had all kind of compound fractures, he had bit half his tongue off, blood was gushing out of his head, we actually saved his life. I enjoyed that.

Interviewer: What did you like about it?

Subject: What I like about it is that we were the first people on the scene and we administered first aid to save the young man's life. And right now, he was in a coma for a period of six months and when he got out of the coma, now he calls us very often, you know to still thank us, and his wife thanks us, you know, for it. So that makes me feel good about it. You have a sense of being there, you know, that I actually helped someone. And, for years and years and years I thought I could never do something like that, you know. To actually, I hate the sight of blood, you know. But at that time, when I saw the accident, it didn't actually bother me that much. I won an Army commendation medal for that.

Interviewer: Tell me about another favorite working experience, something outside of recruiting, outside of 4\$.

Subject: I guess you know, as, in the service we, we try to stress self discipline. You know, during my whole five years in 9\$, I started out as a PFC, I was as a, actually a operations specialist. I used to deal with the unloading of trucks and the distribution of the mail and I worked myself up into a leadership position in a period of about two

years. And at that time I had about 38 people that worked for me. And knowing how all these stresses of discipline and the Marine Corps stresses discipline, the Air Force and the Navy, you know, like, sometimes people might have problems showing up for work and, and giving some trouble and you have to write out counseling statements or possibly take some type of administrative action as far as article 15. This is where you use an article 15 as a disciplinary action. And the three years that I was in command, well, that I was in charge of operations, I never issued out any type of derogatory statements.

Interviewer: What did you do that let you not do that?

Subject: I don't know. I, I had a good working relationship with my people, you know. Well, I was stationed in 11\$, over there there's no Army installations whatsoever, you know, as far as barracks are concerned. Army gives everyone apartments to live in. All the people that worked for me, they stayed right there in our apartment complex. So we had a very good working relationship, like, I can't cook. You know, so some of the girls used to cook dinner and we all go and eat together. It was like one big family and I never had any problems with people showing up late for work and if someone tried to give my people a hard time, they had to come through me first, and they respected me for that. I had a good working relationship.

Interviewer: Was it, you were just more, I mean, did your people do the same thing that other people did that got written up and you had a different attitude, or did you do something that they didn't do the things that people were getting written up for?

Subject: Well, you know I, a lot of people, especially in postal operation, it was a very high pressure job in 9\$ because any time you're dealing with people who mail, you know, people get pretty perturbed about that. And the supervisor that they had had previously before I took over used to constantly stay on their butts, you know, as far as writing them up, he didn't treat them like people. He treat them like they were machines. And I tried to shy away from that, like every Friday I used to go on a picnic there at work, you know, and they really got into that. And when they did that, you know, we worked together and I go out there and I worked with them. You know and it made them a little bit more relaxed, you know. We had a good working relationship. I never had any problems with anybody.

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Interviewer: Good. So they gave you a big party when you left?

Subject: Yeah. Cry, almost cried myself, you know. It was nice.

Interviewer: What is a good way for you to increase the chances for your success?

Subject: More phone calls, I would say. I, and, and, the man stresses that every time they come up to visit our station, that we should put more emphasis towards making phone calls. Our referral system is supposed to be one of the best in the whole 8th recruiting battalion but I guess --

Interviewer: Are you telling me what command says or what --

Subject: You know, I, I agree with them, you know. I don't put enough time on the telephone.

Interviewer: What's your recruiting rate, though? Do you recruit over a hundred percent a month?

Subject: Yeah.

Interviewer: What are you up to?

Subject: I'm probably right now at about a hundred thirty percent.

Interviewer: So you're going for two hundred percent with more phone calls.

Subject: Yeah. You know, it increases your rate because you're talking with more people.

Interviewer: What have you done that's made you really successful?

Subject: The things that have made me successful -- this station is successful, is our referral program. It's fantastic.

Interviewer: And what are you doing that, is it just the, just making sure that kids are placed properly?

Subject: Well you know, let's say that we offer, we don't treat, not to put a person in, we don't treat them as you just get another number in the United States Army. We treat them that we are proud to have them in the United States Army, because you gotta realize, when I retire I'm going to be looking on these people for my protection. You know, so you want to make sure you put in top caliber people.

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And we treat them that way, you know, we roll out the red carpet for them. We try to make them feel like they are wanted. You know, we try not to make it, well look, number six, you come here next Tuesday and we'll see you, and number seven, you come in the following Tuesday. We give them an open invitation to come in whenever they want, you know. And you know, like, if we tell a person to come in next Tuesday, he might have a problem during that particular week and he wants to talk about it. He ways, well, I have to see Sergeant _____ next Tuesday so I'll wait to go in and talk about it then. That could cause him a lot of problems but any time you got problems or you want to talk or rap, anything, just come on in and see us.

Interviewer: Okay. So what is a good way for someone else to increase the chances for their success? You may be leaving, maybe a new guy coming in and he says, hey Sergeant _____, what should I do if I want to be successful?

Subject: Try not to be a hard ass with the people. You know, they're going to get enough of that in basic training, you know, so why treat them like dog doo-doo prior to them going.

Interviewer: How should you treat them?

Subject: Like people with respect, you know. You know, a lot of people think just because a kid is seventeen or eighteen they don't know anything. You got a lot of smart kids out there and they can tell when you're phony. Those kids can pick it up just like that. I try not to be phony, I be myself.

Interviewer: Okay. Is there anything that you would recommend they do that you aren't doing now? That a new person may want to do.

Subject: More cold calls.

Interviewer: Okay. So pretty much if they follow what you've done, they should be successful?

Subject: Yeah. Shouldn't have any problems.

Interviewer: You're that good.

Subject: I'm good. I'm not modest or anything. I know, I, I know recruiting, you know. I know how to deal with kids.

Interviewer: Do you think you picked a lot of that up when you

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were in the postal area?

Subject: Yeah. Dealing with patrons every day, you know, it, it definitely did, no doubt in my mind. You work a job where you're in a computer room and you deal with only two people a day, you don't, you don't have a chance to actually get out there and mingle with a lot of people. Where in postal, you know, you got people coming back and forth, back and forth all day long. You learn how to deal with people a little bit more. Yes, it definitely helped, no doubt in my mind.

Interviewer: Okay. What is the relationship between what you're doing this year on your job and what you did last year on your job?

Subject: Last I, the biggest thing last year is that, talking about different programs that I wasn't basically sure about. The longer you work a job the more knowledge you pick up about a job. The longer you deal with people, the more you learn how to deal with people. And the more years of experience, you get a little bit better each time.

Interviewer: Specifically what is, what's the relationship between what you did last year versus this year?

Subject: I guess basically last year the fear of actually going out and talking with people, the fear of actually, you know you can talk with an individual but sometimes something in the back of your head, you weren't able to actually close the sale. You know, say, okay, if I can do this will you join the United States Army. Last year I was in the phase of saying, if I can do this would you think about joining the United States Army. That's a big difference. Will you think about it, you know. Kids will think about it for years. But when you say, will you join, you know, I just narrowed that down and start being more direct. Rather than saying would you consider, I say will you do.

Interviewer: So you sort of changed your, you refined the kind of approach you used? Is there anything else that's different?

Subject: That's basically it.

Interviewer: Is there anything that's the same?

Subject: As far as communicating, that's basically it, you know. It's really not that big of a deal, you know, that I can see.

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Interviewer: Sounds like it's sort of different actually to me.

Subject: Does it?

Interviewer: Yeah. Well I mean, from what you're saying, if I understand you, the main part of the job is, is communicating and you've changed your way of communicating. That pretty much makes it different.

Subject: I, I didn't change my way as far as my sales techniques are concerned. Only thing I changed was a portion of it as far as actually getting a commitment from an individual. Where if I asked you to do this or will you do this, I say would you consider doing this. That's a big difference right there. Considering and actually doing is completely different.

Interviewer: Tell me about a work project that gave you trouble. Real trouble.

Subject: My biggest problem when I first got out here was, we have what we call, like sports conferences, award banquets, talking in front of a bunch of people. Because, you know, my mom was an English teacher and I know my grammar's not the best in the world, you know, so when you're in front of a, a group of people where you might have educators out there or teachers or a pretty respectable citizen, you want to make sure, sometime I might slip one of those four letter words, you know what I mean. And you have to be very, very, I don't know what word I want to use. But you have to really actually watch what you say when you talk in front of a group of people. I mean, when you stand around you got people with their mouth open looking right up in your eyes, you know, it can be difficult, talking in front of a group of people. That was my biggest problem, but the more I've done it now the easier it has become for me.

Interviewer: Give me an incident that occurred like that.

Subject: Okay. We had a Most Valuable Soccer award that we present to the most valuable soccer player from each high school. This is normally given at a sports banquet. They give you a speech that goes along with this when you actually give the, make the presentation. My first one that I had done, I went to present one to a kid, I had my speech all prepared to do it. When I got up there I was stage fright or something, I had butterflies everywhere and I forgot about the speech completely and I just gave it to the kid. I said a couple words and I

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gave it to him. So I shied away from what I was actually supposed to say. The speech was very good because it showed all his accomplishments and things of this particular nature and I said, forget that, I want to go ahead and get this over and get down, you know. But now I can do it, it's no problem.

Interviewer: How important is it to schedule things?

Subject: It's very important, because if you don't you can be unsuccessful.

Interviewer: How detailed do you have to be?

Subject: Very. Very.

Interviewer: Let me see what you do. Do you have a little calendar?

Subject: Oh, I have what we call a ? right here. This schedules everything for you. Like, let's say for instance, right here -- okay, like, say for instance on the sixteenth of April, it says that I had to be at 12⁵ High School for a set up at the high school, all right. What if I had never put this in my book and I forgot about it? I would have had people out at 12⁵ High School waiting for me and Sergeant _____ never showed up. You know what I mean, so it's very important that you schedule what you're going to be doing.

Interviewer: Well, I have people that schedule like every fifteen minutes.

Subject: I don't do that. We normally just put in the key things. Interface with the station commander, that means he goes over your processing list and make sure that you are contacting the people you're supposed to contact. Telephones, that means I'm going to call '84 grads at ten o'clock until eleven thirty. Had an appointment that came in. Another appointment that came in and then another telephone prospector. You don't have to, a lot of people think this is a diary. You know, of every event that you cover, you know. But you don't need that. Just the key things that you know you have to be there for. You know what your day consists of. That's how I do it.

Interviewer: Good. What's the most important thing for you about time management? Is it just doing this and keeping to it or --?

Subject: Yeah, sticking to it. Because in recruiting your

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schedule can change at the blink of an eye. You know, like, you might be scheduled to make telephone calls at ten o'clock and what happens is a person walks in at nine forty-five that wants to join the United States Army. You forget about telephone prospecting at that particular time and conduct an interview. So then, you got to work it out in the schedule where you can try to fit some more time in to go to back to cover that telephone prospecting. So that the biggest thing to it is actually sticking to your plan.

Interviewer: You prefer the flexibility to just sort of go off somewhere else and you know you've learned --

Subject: Yeah.

Interviewer: Is that fair to say? I mean, that if you have your choice you just sort of do what you want and go with that but it's important to --

Subject: Well, you know, each recruiter's work plan is something that you are supposed to design yourself, so it's your work plan. And you're supposed to stick with your work plan. If you're not putting in the required amount of people that you're supposed to be putting in, that's when the command comes in and look at your work plan and determine where your time management is screwed up. And then they try to initiate something for you so you can get back on the track.

Interviewer: How do you know that someone else is good at their job, another recruiter?

Subject: Well, we get, we get what we call daily bulletin. On the daily bulletin it shows how your station is doing, it shows how each individual recruiter is doing. And plus we look at these, the badges, the different awards, you know, that shows the numbers, it doesn't exactly show the number of people that you commit, but it shows the quality of people that you're putting in. We have processing management systems which determines your ratio of people that you must talk with in order to, before you put one person in. And if you were, if you were talking to seventeen people and out of every seventeen people that you put in you put one of those people in, that means that you might be doing something wrong as far as your sales interview is concerned. If you are talking to three people and every third person you put one person in, that means that you are doing pretty decent. And you don't forget. And they look at that to determine how successful an individual is going to be.

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Interviewer: How would you know? What would you look for specifically that would let you know that this is a good recruiter, by your standards?

Subject: By my standards?

Interviewer: And yours may be theirs.

Subject: Okay, if, if, if I had a recruiter that was working for me, if he puts an individual in, that individual doesn't bring him anyone else to go in, you're doing something wrong. Because that kid probably feel like that's not exactly what he wanted. He might feel that he got screwed. But if he puts a kid in and that kid's in turn's started going back to school and the community talking with other kids, say, go see Sergeant _____, he's a good guy, he'll do you right. You know, that means that you're doing something right.

Interviewer: And how many times do they have to demonstrate that before you're convinced?

Subject: Well, you know, like, consistently.

Interviewer: Is that like always?

Subject: Sure, you know, you're going to put in some people who might be one of the quietest people in the school, so he's not that active as far as actually talking to people. You can't judge it on that. You know, but people that you know who are pretty well known in the school, they should be bringing people in for you to talk to.

Interviewer: Good. Any other way you know, someone's good at their job?

Subject: In the way that they, I have to say the way that the community takes him. You know, if he's out there mingling with the community and talking to people, people know him, that means that he's doing something right within the community. A lot of older people, believe it or not, are key to some of the younger people going into the Army.

Interviewer: What do you mean by that?

Subject: Because a lot of older people, you have a lot of people here who have served time in the Army and they might come and talk with us. Like we got this old sergeant major that retired out of the Army and he brings us people sometime, you know, and he'll let him know that it's the best thing for them. He

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talks to a lot of people and it works for us. You got a lot of guys who you see out in the malls. I was in the Army for four years, god, I wish I would have stayed in. I could be retired now. And you might be out there talking with them and some kid might hear that, you know, so it works out pretty good. But you know, you can't forget about some of the older people in town either. Because they are very influential, they influence a lot of the younger kids.

Interviewer: This is a mom and dad community, they respect their parents and all that.

Subject: Yeah, yeah. Basically, yes.

Interviewer: Do they want permission from their parents before they do something?

Subject: A lot of them do and a lot of them don't. It's fifty-fifty. You know, a lot of, their parents are behind whatever decision they make and then a lot of them, you know, they feel like, I don't know, I guess they think there's going to be a big job boom in the area, they going to open up all kind of corporations and they going to find work. But it doesn't work that way. Sometimes it takes, once a kid graduates from school, it takes him five or six months before reality actually slaps them in the face and they realize there's nothing out there for them. And they'll come in and enlist.

Interviewer: Good. If you were going to go to the ARC and give like a one hour talk, and in that one hour you were going to tell them everything they needed to be as successful as you are, what would you tell them?

Subject: I'll tell you, and you probably going to notice this through our conversation, I stress my referral program. That's basically it. You know, I'm sold on that a hundred percent.

Interviewer: Okay, what else, what would you tell them about that? What would you tell them?

Subject: Okay. Basically treat individuals like individuals, have them come in any time they want, bring friends, talk with them, you know, during the time that their friends are in, talk with their friends, you know. That's basically it.

Interviewer: What would you, if you had to put a label on that process of just keep talking to people, what would you call it?

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Subject: You want to call it student involvement, community involvement or, I guess that would be a good name for it.

Interviewer: Okay, so community involvement. Anything else that they should be doing to make themselves successful?

Subject: If you're looking at me, that's, that's basically what has made me successful, that particular program, the referral program. I figure if you put one person in, if you're a salesman, you know, and it's the same way with this new Herbal Life program, you know, the weight loss program, those guys are making beaucoup bucks, but you know, it's something that he introduced to a person, and this person introduced it to another person, this person introduced it to someone else, and people just start flowing in. I say, why wouldn't it work that way if you introduce a person to a good program, why wouldn't he tell somebody else about the program or why didn't the first one tell somebody else about the program? That makes your job a whole lot easier even though I'm not getting additional money for it, you know, still you got an awful lot of people that you can put in for a month. It's like a chain reaction.

Interviewer: And what does that do for you? What do you get out of it?

Subject: You get a lot out of it. You know, I'm the person that actually sits down and talk with individuals and sell them a program. It will get me more face to face with a lot of people.

Interviewer: Okay. Once you've got them in, now, you're talking to them, what do these guys need to know? Because you're telling me to get people in, to get, so you can talk to them. They need more than that.

Subject: They need to know that there is nothing here much for them if they're looking for employment because there's not, you know. The employment situation here is pretty bad. Only, only industry here that's pretty, I guess, give us a little bit of competition is competitive with us is Whirlpool Corporation. Makes washers and dryers and microwaves.

Interviewer: So I buy that, the community involvement, that seems to be something that they should do, have a good referral system. But what do they have, are there certain characteristics they should be doing, or something that will make their community --?

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Subject: You got to realize, any time you, you know, this battalion and I'm pretty sure battalions all over stress telephone power, you know, making telephone contact with individuals. You got to look at it this way, and be smart about it, if you call an individual on the phone, this individual has never seen you before and you try to set up an appointment. Almost most of the time that individual's not going to show. But if you put someone in, you gotta make the initial contact, the phone call and get a person to enlist, that's the first step. And then, once you have that individual in, it's a whole lot easier for him to go out and get one of his friends and bring him in to see me because they're going to trust him, rather than me making phone contact and hoping that the individual shows up. And that's basically it. You know, I don't know what else I can say about it. I'm stunned when it comes to anything else, you know.

Interviewer: That's fine. How should the recruiters be thinking about prospects when they're dealing with them? What should their attitude be?

Subject: They should be thinking that you're not basically trying to get this person in just to make your mission. You're trying to get this person in to hopefully better that individual's life.

Interviewer: What's important about that for the recruiter?

Subject: Because it reflects everything that you do within the community. Because if you put a person in just for the sake of putting him in to make sure that you made your mission for that particular month, you really don't put all that you can put into the interview. If the person commits, you go, all right, I got me one for this month, you know, and I'm finished. But if you're putting a person in and you really enjoying doing it, you know, it makes things a whole lot easier. It makes your job a whole lot easier.

Interviewer: How does it do that?

Subject: Because it makes you do less work. Because those people start working for you now instead of you working for them.

Interviewer: Okay. So, we need involvement in community, should have an attitude of bettering the person's -- I'm not sure I follow that, but I'll, I'll go with it -- that other person's life. Any other attitudes or beliefs a recruiter should have?

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Subject: None that I can think of at the present time.

Interviewer: How did you get your style down here, because you said you improved over the last year? What does a recruiter have to do to determine what works? Certainly going by the book doesn't always work.

Subject: No it doesn't.

Interviewer: So what do you do if you can't always go by the book?

Subject: What I suggest you do is try to start, stray away from the book.

Interviewer: Okay. Tell me.

Subject: You know, like I told you before, you know, any time a person comes into an office where the primary goal of that particular salesman is to get a person to buy this or enlist into this, they are looking for some type of structure, you know, I wonder how is he going to try to sell me, what pitch is he going to put on me. And when they come in, and the first thing you do is flop down a sales book and start flipping pictures and doing this and that's boring to me. You know, that's just the way I feel. I think it's boring as hell. But when you sit down and do ? pull up a chair, let's talk, you know, tell me a little bit about yourself, and talk to him like a person. It makes that individual, seems a whole lot more relaxed. You know and then you can communicate a whole lot better. The communication barrier is broken. So that's what it's all about, breaking the barrier. Once the barrier has been broken, you know, you're going to find out your interview is going to be a whole lot easier.

Interviewer: And how do you break the barrier?

Subject: You can talk about anything, you know, what's happening in school, or anything, you know, anything that pops into your mind. You know, it's several different ways you can do it. You can talk about cars, or you can talk about girls or you can talk about what's happening in town tonight, or shooting the loop or anything, drinking beer, anything that will break the, break the barrier, you utilize it. That's what we do.

Interviewer: You're at the ARC, what would you be telling them so that they have a chance of understanding what you did?

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Subject: That's a very difficult question, you know, because when you sell style, you know, I don't consider what I do as a style, you know, I consider it as me. I don't think I got a style, it's just my personality, you know. I can't say be like me because it won't work. You have to be like yourself, you know. I don't have a, I don't have a style, you know, I'm just Sergeant _____ and that's it.

Interviewer: Talk to me about how you adjust.

Subject: Say for instance if, if I stress here the college program. Most of my kids up here are college orientated, I might go to a different area where they could give a diddly-squat about college so I might have to adjust and go into a different routine as far as stressing job training. People not even interested in job training, a lot people are interested in adventure as far as jumping out of airplanes or, or going to ranger special force, a lot of people are interested in that. So, you know, you might want to portray a different image. I don't know. It all depends on what that community actually wants to get.

Interviewer: What if they're more rural than here?

Subject: I'd deal strictly with rural. You know, he deals with inner city. All my areas are rural areas -- like driving a tractor and all this good stuff.

Interviewer: Would you talk the same to inner city kids as rural kids in terms of how you speak to them, language you use?

Subject: Yes.

Interviewer: Okay. Have you done that?

Subject: Yes.

Interviewer: Okay. So really the changes that you would expect then would be just changes in what they're buying.

Subject: Right. That's the only thing, you know, we send out, and every recruiting station does, send out, in every location we have what we call flag stops, where we put out RPI racks. And what you, you're supposed to do is, say for instance you put out ten RPI racks on Army college fund. You put out ten RPIs on adventure. You put out ten RPIs out on job training. And once you go back and check those particular RPI racks and you see which ones have

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been, which ones more people have taken, if they have taken more college RPIs, you know that you got a dominantly college orientated little city or town. If they've taken more adventure RPIs, you know what you need to stress in that particular area and that's how you adjust. That's the way that you adjust. That's, that's taught in school, though. They teach you that in school.

Interviewer: One thing you mentioned was to stray away from, from the book from time to time. How do you know when to stop straying?

Subject: I guess when you start rolling zeros, when you don't put anybody in. But, let's say, I strongly feel, this is just me, that kids are expecting to come in and get an actual sales presentation. And they feel that you are not actually worried about them as individuals, you are just worried about making your monthly mission. And anyway to do it, any little glorified picture that you can show them, that they might think is a figment of their imagination, they think you're going to utilize that to get them to enlist. So that's why I say I don't even utilize the sales book. Because I know how to use it and I'm proficient with it, but I won't use it. And it's been working for me without it, so why should I start now. You know, still it's required that I must be able to utilize it, and I know how to do it, you know, but I stray away from it. It just makes me a little bit more relaxed, you know. I, me, individually, it makes me more relaxed when I just talk with a person.

Interviewer: Okay. So three things you mentioned is being involved in the community, better a person's life, and stray away from the book from time to time.

Subject: Right.

Interviewer: Anything else you would tell them that you think that they need to know before they go out there in the real world.

Subject: One thing you need to know is what actually happens within that community. You know, if you go out there and you're telling the people that Whirlpool is not hiring and then they just found out that Whirlpool is going to hire 800 people, makes you look like a complete idiot. You gotta know the community. You gotta know what's going on there.

Interviewer: Is that part of being involved in the community?

Subject: Yes.

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Interviewer: Okay. What else is part of being involved in the community?

Subject: Participating in PTA meetings, go to church, which I don't do. I should, you know, but I don't, you know. It shows that you do have a religious belief. I don't do it. I don't go to church. Maybe you might want to, like, for a year, last year I coached little pee-wee softball, baseball. You know, things of that particular nature. That worked out for me. I met a lot of parents that way.

Interviewer: Okay. How do you think you're going to start prospecting in this new area?

Subject: First of all I gotta find out, it's, it's, you have to get on the telephone. That's my basic start, right there. And by, you know, the telephone, I can meet quite a few people.

Interviewer: Is that how you started here?

Subject: Yes. The area that I'm going to is a new area, you know, it's the first time they had a recruiting station there. So, you know, I have to get out and go and meet all the people, go to all the little businesses here and talk with them. Enough to make the trend. I'll have to go in at a certain time, maybe every other day so they can see my face, you know, so they'll know that I'm there and I'm going to be there for a while. Telephone calls. It's going to be during the summertime so I'm going to go to the parks and things of this particular nature. I even go to the park in my uniform, you know, so people can see me and know that I'm there. And once I get established, you know, I try to work with my referral program.

Interviewer: You ever go to the high schools?

Subject: Yes.

Interviewer: Generally just like popped in or --

Subject: No, you have to call the counselor and know what day you're going to be out and in the mean time what they'll do, they announce it over the intercom. Let's say I call them Monday and I plan to go out on a Wednesday. They'll say the Army recruiter is going to be here Wednesday and anyone that wants to see him come to the office and sign up, you know, and then I go out and I talk with them. And we have high school set ups where we'll

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set up in the cafeteria, brochures and things like that so kids can come over and talk to you.

Interviewer: Do you ever do any interviewing?

Subject: No. That's the most dangerous place to do an interview.

Interviewer: Why is that?

Subject: Because you got a lot of peer pressure there. A lot of kids get very upset when they see, well it's not a matter of fact that a lot of kids don't care but then you gotta look at people who might not be looking at going into any branch of service, they see their best friend over there, they can get ragged at school about that. I saw John. He was over there talking to the Army recruiter, you know. It's peer pressure.

Interviewer: Would you do it if, you know, if you could use the guidance counselor's office and be closed off?

Subject: I'd do it to, I'd tell a kid enough just to make him bite, and then I like to conduct interviews right here. Because if there's any sources that I need to go to, I got them all right here in my office. I don't have to say, well, look, I'll find that out and call you back later. And that's just, it's too dangerous. I like to do it here. My ground, my turf.

Interviewer: The security being here, you have everything here.

Subject: Yes.

Interviewer: What's your relationship with guidance counselors in the high schools?

Subject: Very good. Only thing that, that sometime the guidance counselor a little bit lean more toward Air Force because Air Force being the smallest branch, well next to the smallest branch, they have more funds to send their counselors on educator tours. You know, with us, where we're spread out all over the United States, you know, our funds are not there all the time so we can't send them on as many educator tours as we probably should be able to. So when they are seeing all the Air Force installations and they're not seeing maybe a couple of Army installations every year or so, they have a tendency to lean toward the service that's offered them the most, giving them more of a chance to see different things and they're picking up more information about that particular branch. That's

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something that's, you know, with the funds, you know, that's something that can't be avoided. I have a good working relationship with all the counselors except one.

Interviewer: Well how did you get the good working relationship?

Subject: That was something that was established way before I got here.

Interviewer: They sort of passed it on?

Subject: Yeah, they just passed it on.

Yeah. as far as the Production Management System, you know, as far as taking the numbers from people, you know, making their requirements that they must do this and they must do that. Any time you are told to do something, you are less receptive, you know. If you work your own plan and you just do it, you know, it makes you feel a little bit more at ease. If someone's telling you to do something, you know, it makes you want to rebel. Always.

Interviewer: What kind of motivations, or incentives would you like to see recruiters have?

Subject: Well incentives are good, you know, if it was awards and things that you can see. They're pretty good.

Interviewer: Do you work for rewards yourself?

Subject: Yes. Yes. That's the only thing that keeps you going, you know, is working toward different awards that you can receive. I'm going for my third sapphire. And that's, that's the only thing that keeps you. They have a sense of competition instilled there, you know, because when they publish the little printouts and show where you stand with other recruiters it makes you want to try a little bit harder as far as working toward awards. Like, I am competitive I guess with a recruiter from 13\$ named Sergeant _____. We are both working toward the same award and stuff you know. And we make bets on who gets the award, things like this so it works out pretty good.

Interviewer: Is that all you need then?

Subject: Yeah.

Interviewer: What about people, do you know of any recruiters that aren't motivated by awards?

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Subject: Yeah. We got a couple recruiters right now that have received their rings, their recruiter rings and once you receive the ring you have nothing else to work for. You know, that's the highest award that you can receive as far as a recruiter is concerned.

Interviewer: What would you do for people then?

Subject: I don't know, what can you do if there's no other awards you can receive, you know, you've reached the ultimate, you know, what else can you do. The only thing they can do now is just feel comfortable putting people in the Army. That's basically it.

Interviewer: Would that keep you going?

Subject: No. I enjoy it, you know, but once I receive my ring I'll probably want to go back out to the field force and actually work my old job again.

Interviewer: No, I'm saying so once you, with your ring, you wouldn't really have much to work for?

Subject: Right.

Interviewer: Okay. What would they have to do to keep you in, if you had gotten your ring? What kind of incentive or motivation would it take?

Subject: I would like to be a guidance counselor. That's a pretty good job, I think I'd like that. That way you actually just sit there and close all the sales, you know.

Interviewer: What would you like about that?

Subject: The different people. You know, you're, you work set hours, first of all. That's good. Plus, you know, the only thing you're doing is actually looking up the jobs and explaining the job and closing the sales with the individuals right there. I like that.

Interviewer: When you sell the different groups, do you find any differences selling different Cat levels? Cat 1s, 2s, 3s and 4s? Do you have to change your approach at all?

Subject: Yeah.

Interviewer: How's it different?

Subject: Because, say for instance when you're dealing with a person in Category 1, in Category 1, 2, and 3.

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Those individuals normally are offered more jobs than a person that's a 3B or a Category 4. So you have to try to know that, you know. You don't want to call them a dummy, you know, but you gotta let them know that because of your test there is probably not going to be that much that's going to be offered to you. Whereas a person that's a Category 1, they probably going to be offered the world, you know, so you have to let them know that. So it changes your technique. Yes it does.

Interviewer: Give me an example. What change?

Subject: Okay, let's say a person in Category 1, he can get into just about anything he wants. Aviation, electronics, computers, military intelligence, anything, if he meets the physical qualifications. That person that's a Category 4, he might only be offered food services, infantry and some mechanical jobs.

Interviewer: Do you think it's easier to sell a Cat 1?

Subject: They're offered more things. They're offered more options.

Interviewer: That mean it's easier to sell them?

Subject: Yeah. Because any time you offer more options it's going to be a little bit easier than to sell a person who's only offered a certain amount.

Interviewer: Well, what's the difference between a Cat 2 and a Cat 3?

Subject: Not really because we are stressing any person at that Category 3 on up, you know, they are the high quality people that we're looking for so they are offered basically the same thing.

Interviewer: Can you tell the Cat level a person will probably be before you test?

Subject: Well, we test, we give them a practice test in the office on the computer system.

Interviewer: Can you tell before you do that?

Subject: You can tell just by talking with a person.

Interviewer: What do you do that lets you do that?

Subject: I don't know. Being out here so long, you can tell a person when he walks in the door, if he's a non-graduate or not. That's just something you can

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sense. That's just recruiting instinct. Just about a hundred percent of them who come through the door, I can tell if they're a non high school grad.

Interviewer: I want you to try and get a sense of what it was that clued you in they were a non high school grad.

Subject: Most of them don't take any baths. They normally have long hair, they normally walk in the office and say, is this the Army recruiting station and a big Army is right on the wall. It's easy, you know, it's very easy.

Interviewer: What else are you picking up on, something they say, it's the way they say it?

Subject: They don't have to say a word. You can come in my office, don't say a single solitary word, I can tell he's a non high school grad.

Interviewer: Something about his appearance.

Subject: Yeah.

Interviewer: Even with the short hair and everything.

Subject: Then it might be a little shaky.

Interviewer: Okay. So the hair is one.

Subject: Yeah. Hair is a key. And the way they dress.

Interviewer: What about the way they dress?

Subject: Yeah, the way they dress -- big boots on, or -- not necessarily so. You have, you might every once in a while find one of those kids who might have dropped out of high school that will qualify as a non high school graduate because he dropped out because he had to take care of the family. And a lot of kids, you know, might just like the long hair. But ninety-nine percent of them that walk in that door that are dressed that way are non high school graduates.

Interviewer: Okay. What about other Cat levels? Can you just look at a guy before you test him and tell this is going to be a Cat 2?

Subject: You got, another thing, too, you know is that the schools around here have dress codes, you know what I mean. They have a certain length that they can wear their hair, they can't wear earrings in school, so you, that helps you pick out a lot of

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them right there. A kid walks in, you know, he's pretty clean shaven, you know, and he's pretty squared away, you can tell, you know, that he might pass the test. You know, sometime that can be deceiving. Because we have a lot of people with college degrees that can't pass the test. Score 16s and 17s on the test. It's unbelievable.

Interviewer: Can you tell, do you have a good sense when they take the test, where they're going to fall? Do you have that recruiter instinct?

Subject: In some cases, yes. Just by the way an individual talks, you know. You can pick up a lot through conversation.

Interviewer: Do you have any specific questions you use to check it out? Like I know some recruiters just ask about English and math courses.

Subject: Yeah. An individual has had maybe a year's worth of Algebra, whether he passed it or failed it, you know, he normally can pass the test. If he just had basic mathematics, he normally won't pass the test.

Interviewer: Okay. Anything else like that?

Subject: Most of the people that go through the JVS's, yeah, Joint Vocational School, vocational school, they normally have a very difficult time passing the test. Because out there they go for a two-year program and they're not in all the required courses that a person would be in a regular high school. They deal strictly with the trade that they are learning and they pick up English and math. But they normally have very, very weak test scores because they lack the math.

Interviewer: Okay. Good. Anything else in that area?

Subject: That's basically it.

Interviewer: How about race, sex, age?

Subject: No difference. They do the same things that a male does in basic training except they do fewer and they're offered the same options, you know, except when you're talking with a female who might be a little skeptical as far as going into the Army because they think, a lot of people portray the Army as being all infantry and artillery and driving tanks. And you have to let females know that off hand that yes we have those particular jobs and a person can get that job if that's what

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they want. But females can't be engaged in any combat situation. They can't even get any combat related job and you let them know that and it normally relaxes them a whole lot. It's no problem there, after that, after that has been cleared. Normally no problem.

Interviewer: Good. What do you approach males on? What's their big thing?

Subject: Believe it or not a lot of, a lot of guys in this particular town, they are into those type jobs, infantry and artillery and air born. They get a real big kick out of that. Air born is such a good selling option in the United States Army that you normally can't locate it for most people. It's normally always filled up. But I guess a lot of people get their jollies off, you know, jumping out of airplanes and sit on the wind hit their face, a chute over their head, hitting the ground.

Interviewer: What kind of kids go into that field? Have any differences in Cat levels, people who jump out of planes?

Subject: Well, you know, yes, most, most of the people in the high test categories like those particular type jobs. And the Department of Defense is stressing that too, you know. Just because a person might not do as well on the test as a person in Category 1, that doesn't mean that we still do not need people in the test Category 1s in the infantry jobs. You gotta have smart infantry soldiers just like you gotta have smart aviators or smart machinists or anything like that. So they try to divvy the different category levels in all the different areas of the United States Army in all different fields. That's the way it works. It's been pretty successful. Another thing, a person that has a high school diploma and who enlists, you know, those people are more likely to stay in the Army than a person without a high school diploma. That's why we can only put in people with non, that are non high school graduates, maybe who knows when, maybe a job pops up for them every once in a while but it's not that often.

Interviewer: What do you do with kids that want to join and haven't graduated yet but they want to go in.

Subject: I put them in as seniors. They can be in the Delayed Entry program for a period of 365 days.

Interviewer: Do they have to get their degree before they go in?

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Subject: They have to have their high school diploma to go in. If that person is in the Army, like I got several seniors in the Army right now who are due to graduate on the eighth of June. If they fail to graduate on the eighth of June, their enlistment contract is broken. We have to discharge them. And they lose all their benefits as far as college money, their job, the whole nine yards, everything. So we stress an education as far as experience goes. That's that. One hundred percent.

Interviewer: Well, you can't really control that, can you?

Subject: No, you can't. You can, you can have a lot of input in it and we check with the counselors, you know, on a monthly basis just to make sure that they are still doing good in school, if there is going to be any problems with anticipated graduation dates or anything like that. And they'll let you know if a kid's going to have any problems. Because you inform them of the individuals that you've put into the different branches of service from that school. And then they let you know, hey, Sergeant _____, James is having problems in his English class. You might want to talk with him a little bit to get him motivated to do it. And they'll do it. Because you might run into the problem where every once in a while just because an individual thinks he's in the Army that if, even if he fails school he still goes in. You have to stress to them that without that diploma your contract is broken. And it's a, when we fill out an application, on one of the pages it's a phrase that I understand that my enlistment guarantee is based upon my successful graduation from high school. They have to sign that, their full signature, before they enlist. So they know it.

Interviewer: Anything else that they should always do before they enlist?

Subject: Females don't get pregnant, because they won't go. That's basically it. They have to have a high school diploma.

Interviewer: How do you sell, like, girlfriends or, you know, you're enlisting a kid, do you have to worry about the girlfriends or anything?

Subject: Yeah. Sometimes, sometimes that happens. That, that's easy to overcome. I say something like, well, look let's say that your boyfriend now has graduated from high school. He has just found him a job out in Texas where a corporation in Texas

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calls him and tell him they have a job for him for a period of one year where he can make about \$75,000 a year. Are you going to stop him from going, or are you going to let him go? And she'll normally say, I'll let him go. I say, that's basically the same thing we are doing. We are not paying him that much money but we have a guaranteed job for him and if you love him, you're not going to stop his decision. You know, I play on her sincerity, you know, I play with that. Another thing, if a kid is thinking about marrying a girl or if a girl is thinking about marrying a guy, I tell them, you know, it's going to be a situation where even if you all get married where you might be separated, I tell you what, by him going to basic training, or going to his school training, if you are not willing to wait for him until he actually returns, the marriage couldn't have worked in the first place. So there's many ways to get around that.

Interviewer: When you sell, if you were going to boil down what you're selling, to one thing, what would that be? What are you selling?

Subject: I guess you, a future. That's basically it. Utilizing the Army as a stepping stone to get to where you actually want to be. That's it.

Interviewer: Tell me more about that.

Subject: A lot of people think if you go into the Army, we're trying to get you committed to stay in for a period of twenty years and what we try to stress with people is that, that's not our purpose of doing that. Our purpose is to try to open doors for you so you can get the training that you possibly want to benefit you as far as the civilian community is concerned, pick up an education while you're in there and additional money to continue working toward that education to get to where you actually want to be in the future. If your career goal is to be a teacher or a doctor, you know, and you don't have the funds or you don't see anything that's going to be opening up for you, utilize us as a stepping stone to get exactly where you want to be. And that's what we try to sell. That's the easiest way I can explain it.

Interviewer: Is there any particular phrases that you, as you think about it, that you use that emphasize that, because, you know, when a kid goes to the MEPS and doesn't get a job that he wants, he'll join and that means that you've really done a good job. You've sold him on something more than a job.

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Subject: You know, I don't sell, we don't sell anybody here on jobs in the first place. We sell them on the United States Army.

Interviewer: I understand that.

Subject: You can be anything you want to be in the United States Army if you are motivated enough to do it. You know, and they'll tell you that. We do not sell jobs because once you start selling jobs here, I say look, go to 8\$ to take your physical and I guarantee that they have an MP job for you. What happens if the kid is too short for MP? What happens if there's not more MP vacancies available, then a kid's not going to enlist and it makes me look like I'm not knowing what I'm doing. So we sell them on the United States Army and how they can utilize the United States Army to get to be exactly what they want to be. Because even, even if you don't get a job as an MP, there's still jobs that you enlist for in the Army that's going to be comparable with that in administration. So much administration is involved in MP work, you got to fill out the reports, you got to do the filing, you got to do all this. So that's a couple years of experience you can get right there. It's, it's several different ways that you can go. You know, utilize all the means necessary to get what you want.

Interviewer: Is that how you would speak to someone?

Subject: Yeah. If I had a person down there and he was strictly sold as far as MPs are concerned and there was no MPs options available, and maybe there was an administration job available, I tell him to take that administration job because it ties right in with what he wants to do.

Interviewer: DEPs. Okay. What do you do with these kids during DEP?

Subject: Well, you know, like, we, if anything changes, you know in the Army, like, say for instance, even if a Burger King opened up on an Army installation, we let him know about that, you know. A lot of Burger Kings opening up on Army installations now. The Army's getting new furniture for all these particular installations. We let them know all kind of stuff, anything that's major that we read in the Army Times that we feel that they should know about, we'll stress that with them. We have what we call DEP functions where we bring them in and teach them left face and right face and about

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face. Maybe make them do a couple of pushups and situps. That way they're prepared a little bit when they actually go to basic training. They're not completely lost. Teach them the rank structures, you know, as far as what is a private or PFC, a staff sergeant. Because they're going to learn all that stuff in basic training anyway.

Interviewer: What does that get them? I mean, how is that going to really help them? They're going to have to relearn it all.

Subject: No. They will know most of it before they get there. That means they can utilize some of the time that they get, free time in basic training to gear towards something different. Where most people are going to get there not knowing anything, they going to at least know something when they get there.

Interviewer: How do you know it's happened that way?

Subject: How do I know it's happening that way? By, the only way I can know, by talking to the people that come back.

Interviewer: So they've told you?

Subject: Yeah. Another thing, other than that, I'd see that we teach them the different basic movements and things of that particular nature. And it works out pretty good. And they appreciate it a whole lot more.

Interviewer: What's your style on DEPs? People tend to break down into people that, recruiters that like to meet one on one versus recruiters who like to meet in groups.

Subject: I prefer, I prefer as a group. That way you know, because, like, I have five different high schools and when we meet together as a group you have a lot of people that might find out that they are leaving for basic training on the same day as another people, another person and they can get to know each other a little bit better, you know, because they might be in the same platoon together and that makes you a little bit more comfortable being there with someone that you actually know. I went to basic training with two of my best friends, so it was pretty easy for me. If I had been there by myself, you know, it would have been a little bit of loneliness there for me, but I knew somebody there.

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Interviewer: What do you try to do at these DEP functions that's going to help these kids? What are you trying to do there?

Subject: I'd say, basically we go over the information and let them know what's going on, what major changes that came about, do some of the facing movements so we can prepare them for basic training.

Interviewer: So, you guys joke around at all, I mean you sound so serious about DEP functions. Are they real serious or very loose?

Subject: Well, they're loose, you know, but they're very cooperative and they hear exactly what we put out, you know. Like we even have a couple of DEP functions where we might go to Pizza Hut and buy pizza and pop, you know, and we'll just sit in there and we'll talk, you know. That's pretty good.

Interviewer: Anything else on, on DEP you think people should do? I'm not, I'm picking up that, what's your DEP loss?

Subject: I had three. I had one that got out, he had lost his job at a major corporation at Whirlpool and he went into the Army and then he found out from some civilian lawyer that he could get out of his contract, so he refused to leave. I've had another one that was, that got out because he had a cyst on his butt that kept opening up and it would never heal prior to him shipping so they had to medically discharge him. Another guy was helping move furniture and a refrigerator fell on his back, they had to medically discharge him. So as far as one, where he actually didn't want to leave, only had one DEP loss.

Interviewer: Do you do anything with your local newspapers or anything?

Subject: Yeah. Well, when a person enlists, we put it in the newspaper. We let them know that such and such from blank-blank high school has enlisted and what his job option and when he's due to leave. We have what we call the home town recruiter's aid program. When they come back home we put a big print up in the paper and register them. You know, any friends that want to contact them, we'll leave our office number here, things of that particular nature. That's basically it, though, that's what we do as far as newspaper's concerned.

Interviewer: Okay. You mentioned that it was important to try

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to better a person's life. How is that reflected in action? What is it that you do that other people maybe don't do that don't have that belief?

Subject: One thing that opened the door is when the family's for you. You know, a lot of family's appreciate it that, that you're trying to show their kids a way that they can work towards getting exactly what they want out of life. And that's, that's the main thing, the key thing right there.

Okay, I'm not sure, you know. Most of the ones that I deal with, they do that, try to show them, and I first learned this here, you know, as far as our company is concerned, he, he came out with a program that shows us, you know, how a person can utilize their experience in the Army to show how it can help them out as far as what they want to accomplish as far as their career goals are concerned and we basically use the same thing. You know, and putting a word on it, you know, and saying, all I'm going to be doing is showing them basically the options that they are allowed to get into and show them how that option will benefit them as far as, if they decide to get out of the Army, civilian employment. Because right now, as you know, with any major corporation, you know, they're not only looking at their education, they're looking at job experience. We try to show them how their job experience can be beneficial to them.

Interviewer: So when you say better a person's life you mean just showing them the benefits.

Subject: Yes.

Interviewer: How do you know if the benefits are really the ones that are best for them?

Subject: Because you ask the individual that. You know, you get that from the individual. And they, in sales, the only thing that you are basically doing is, is the kid say I want to get training as an, as a Military Police so I can eventually work with a law enforcement agency, the state patrol or something like that. The only thing you're doing is taking what he has told you, adding yours into it and then giving it right back to him to make him shake his head, yes. And that's it. You know, okay, if we can offer you the training in the Army as an MP which would give you three years worth of experience as an MP and put you three years worth of experience that you can utilize toward a law enforcement agency, wouldn't this be exactly what

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you want? And he'll say yes.

Interviewer: So, what are their friends telling them that sold them before they get in here?

Subject: They just go over what they received from their particular contract, let them know what they got. And you know, you can talk to high school seniors forever and a day and their key thing is that once I graduate from high school, I'm going to college. But it might not be exactly what the kid wants, you know, this is something. And my first year it was the same way with me, your parents put that in your mind. When you graduate from high school, you're going to college and that's, it might not be anything that you want to do whatsoever, but you've heard it for years and years and years from Mom and Dad. And a lot of kids, when you talk to them, you know, college, they could give a diddly squat about college, you know, and you have to try to find out exactly what they want and that's what we try to do. We try to listen to, we try to listen to what they say and, and try to turn what they say and, and try to work out a program for them. Effective enlistment, you know, you can sit here and talk to someone all day long and not pay attention to what they are saying. Effective enlistment is the key to success. You listen effectively, you pick up a lot. If you don't listen, you don't pick up a thing.

Interviewer: Can you give me an example of when that was important for you?

Subject: Yeah. Had a kid that came in when I first got here. I was talking and talking and talking and talking and the kid kept saying I'm ready to go, I'm ready to go, I'm ready to go. You know, and I kept saying, well, if I do this, would you do this? You know, and the kid told me a hundred times he was already ready to join the Army. He didn't care about what I was saying, he just wanted to join the Army. And I wasn't listening. I just kept going through the interview and interview and interview and I should have just stopped it right there. You know, but I wasn't listening effectively. And my first sergeant was listening to my interview at that time and he explained it to me, that I need to listen to what people are saying. Now you can talk to somebody, even though we have the best college program of all branches of the service, and you could be talking to the kid and just because he qualifies for the college program and the kid could care less about college. He wants to do something different. But you're still talking about a

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college program and the kid's not really too concerned about that. But because of his test scores and knowing our college program is the best, that's what you want to talk to him about. But, you know, that's effective listening.

Interviewer: Is there any other skill like that that's real important?

Subject: If you do that, that covers just about everything else, because you listen to exactly what's going on, you know what you have to say, what you must do in order to close the sale.

Interviewer: Okay. When you came out here, was there somebody to sort of help you to learn, or did you have to learn on your own?

Subject: Well when I came out here I was fortunate because the guy that was here that I worked that, he had about seven years worth of experience in recruiting and he's good. And he taught me a lot, he taught me a hell of a lot. So, you know, listen to his interviews and pick up from him and, and read the regulations and learn about the different programs, you know. That helped me out.

Interviewer: What are some of the, what are some of the most important things that he taught you?

Subject: How to close a sale. That's basically it. A lot of people are afraid to ask the person to join the Army and I was doing the same thing when I first got here. And he sat down with me and, and told me that I'm doing everything properly but I'm just not closing the sale. You know, and I started doing that.

Interviewer: Okay, what did he teach you, what was it about closing, just doing it?

Subject: Actually doing it, yes. Just a phrase that you use, as I told you earlier, you know, would you consider joining, or will you join, you know. Basically it. I was considering the individual joining where I could be telling that individual, asking that individual, would you join. If I could do this for him, would he join.

Interviewer: So the two things you mentioned, I just want to make sure I got it, is effective listening and going for the close. Anything else that was important for you when you came out here?

What happens when you run out of challenges?

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Subject: I don't know. I guess you have to set some type of career goal for yourself and then once, once you reach the ultimate as far as the ring is concerned, you know, what else can you do. Unless you want to try to one year put in a hundred, or something like that, you know. You have to set personal goals for yourself. But this year you put in 75 people or 60 people and next year try to put in 80. That's something that you set for yourself. But if you reach all the awards, that's the only thing you can do. Personal goals. You know, that doesn't come from you, that comes from the Department of Army. They review your records, you know, they feel that you are qualified and able and ready to take on another stripe, they'll give it to you.

Interviewer: What do you think the biggest challenge is going to be?

Subject: I got to check out the people, you know, and get a feel for the people because it's, I'm running into the same situation that they told me when I came here, you know, as far as the black population. There's none, I think maybe one percent in Westerville and three percent here. So, you know, I gotta get a feel of what the people are like up there. I don't know yet, I have to check it out. I won't have any problems. I'm not worried about it. I can get along with anybody as long as they are good people, you know and everything works out.